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RECRUITER



The United States Army Recruiting Command

JOURNAL MAY 1966



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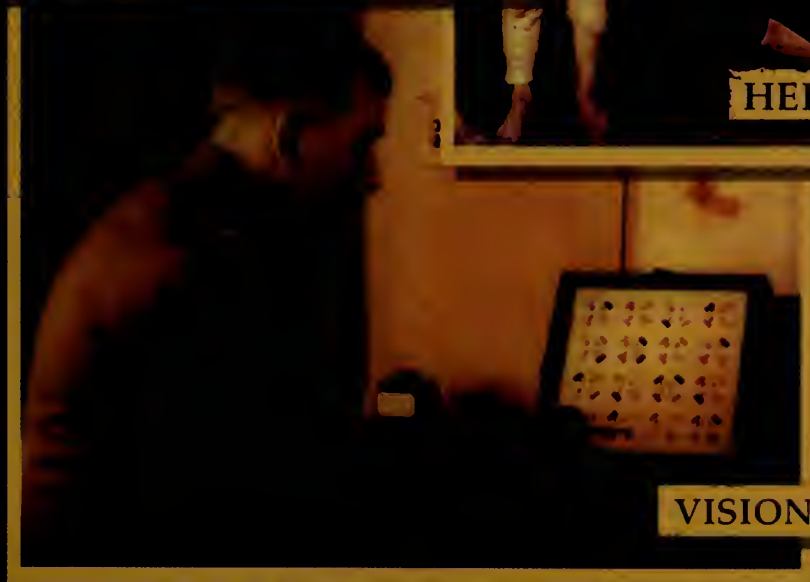
1917



HEIGHT AND WEIGHT



HEARING TEST



VISION TEST

“Smart Quotes”

- **About 1.6 million persons (not seasonally adjusted) were marginally attached to the labor force in December — that is, they wanted and were available for work but had stopped looking for jobs sometime in the prior 12 months. The number of discouraged workers — persons who had stopped looking for work specifically because they believed no jobs were available to them — was 425,000 in December.**
(*News, Bureau of Labor Statistics*)
- **(The Power of Vision) Strategic vision possesses real power in setting direction, motivating action, and guiding decisions. Strangely, many executives shy away from the use of vision, perhaps because they equate visionary with impractical, perhaps because they are uncomfortable with what they see as a “touchy-feely” exercise.**
(*On The Horizon*, March 1996)
- **The average per capita weekly grocery expense fell \$1 to \$29 in 1995. The average weekly household grocery bill, however, increased by \$1— returning to the all-time high of \$80 in 1995.**
(*Research Alert*, March 1996)
- **Of the more than 17 million (9 percent) adult Americans who use the Worldwide Web, 6 million use it to get political information. Americans age 18-49 are more likely to use the Web than those age 50 plus.**
(*Research Alert*, March 1996)
- **A PRIDE survey conducted in the 1994-1995 school year among 198,241 students in 32 states concludes that while drug use is increasing, only 34 percent of students say their parents talk to them frequently about the dangers of drug use. In 1991-1992, 39 percent said so. A third say their parents do not set clear rules, and 50 percent say they are not disciplined when they break rules.**
(*Youth Market Alert*, January 1996)

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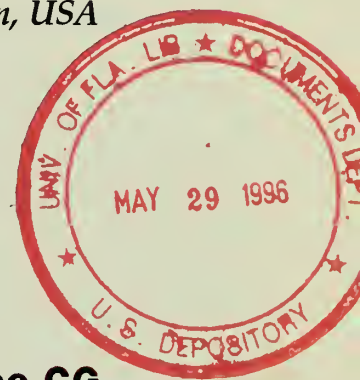
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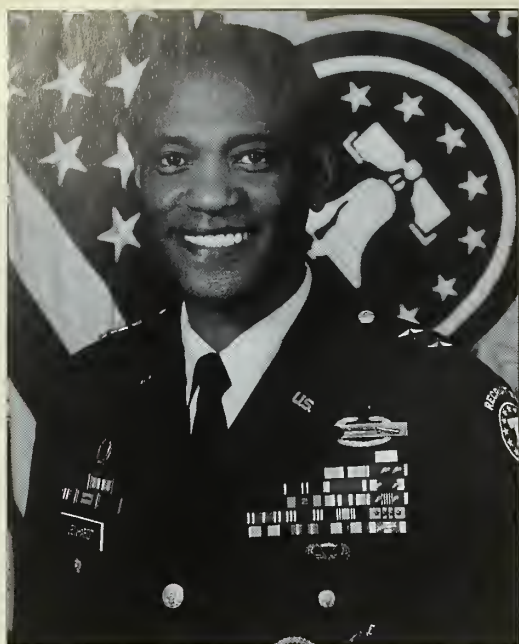
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MG Lenhardt

Defending American Values

On March 21st, Mr. Togo West, the Secretary of the Army announced the findings of the Army's task force on extremist activities. I have directed that copies of Mr. West's briefing be distributed to all soldiers within this command.

Of particular interest in this report is the title, "Defending American Values." I believe that embodied in the title alone we can derive the direction and belief that we as members of the United States Army must maintain our vigilance to support and defend the Constitution of the United States. There is no room within this organization nor the United States Army for anyone who espouses supremacist causes or advocates the denial of anyone's constitutional rights because of their race, color, gender, religion or national origin. Further, there is no room for anyone who would advocate the denial of anyone's constitutional rights because of their personal beliefs. America's Army is truly a cross representation of all people. We cross all economic, social and racial lines, and as a community we have prided ourselves for the strides made in preventing discrimination. Our organization is viewed by the American public as being the front runner in ending the bias and opportunity barriers that unfortunately may still be present in some civilian communities. As Mr. West stated, the United States Army belongs to the American

people and it shares the values of the people to whom it belongs.

As leaders we must focus our attention on the core mission of this organization. But I remind you that inherent with leadership comes the responsibility to know your soldiers, ensure that their quality of life is maintained and that our soldiers are maintaining good order and discipline. Every leader in the chain of command should be aware of the living conditions of their soldiers, their medical needs, financial problems (if they need assistance), and their working environment. It is incumbent upon us as leaders to be aware at all times that while our soldiers go about the daily tasks of performing their mission, they rely on us to ensure that they will be taken care of and have a support chain that is there when they need it.

I have directed that the Recruiting Operations Directorate, in close coordination with the Department of the Army, take a proactive approach toward making recommendations on changing enlistment eligibility and processing procedures as they apply to extremists. These recommendations, if adopted, will enable our recruiters to impress upon our applicants that Army standards do not allow, nor will the Army tolerate, extremists within its ranks. As you will hear in the Secretary of the Army's briefing, the report of findings by the task force does conclude that America's Army *"does indeed exemplify and wholeheartedly support American values."* I know that the United States Army Recruiting Command, with our soldiers spanned across this great nation, will foster that image. The soldiers and civilian teammates of this command recruit for the greatest Army in the world; we must be firm in our beliefs and unwavering in our efforts to prevent anything or anyone from tarnishing the image of America's Army.

I have the greatest confidence in your ability as leaders to know what is expected of you. I ask each of you to assess your involvement with the soldiers in your charge. I expect every soldier in this command to be treated with the utmost dignity and respect but with that comes a renewed demand for good order and discipline.

ALFONSO E. LENHARDT
Major General, USA
Commanding

Armed Forces Day



Army installations are encouraged to participate in AFD/Week activities. AFD/W (11-19 May) activities should incorporate the 1996 theme of "America's Armed Forces: Pillars of Freedom." This event provides us an opportunity to showcase a strong, unified, and technologically sophisticated Army. Activities must demonstrate the unity and common purpose of the armed forces in fulfilling national security requirements. AFD/W aims to renew and strengthen relations between DoD and Army installations and surrounding communities. AFD/W also allows those wearing the uniform the opportunity to demonstrate their deep sense of patriotic commitment.

Full participation by Active, Guard, and Reserve units is expected and encouraged. AFD/W activities will conform to general policy guidelines found in DoDD 5410.18, DODI 5410.19, and applicable service regulations. Planning should stress highly visible roles for all recruiting commands. ROTC units at all levels and organizations whose missions require close liaison with civilian communities should also include afd/w themes in their activities.

Open houses or similar activities on military installations should be emphasized, but represent only part of the overall observance. DoD AFD/W Involvement may also include: parades involving military unity; participation at community sponsored patriotic ceremonies; events at locations having historical significance; mili-

tary exhibits, bands, drill teams, and color guards at appropriate public gatherings; recruiting service displays and advertising activities; and military chaplain participation in community religious celebrations.

Commands are encouraged to accept invitations for military and civilian personnel to speak to such groups as local schools, as well as civic, service, and social organizations. All military personnel are encouraged to wear their uniforms when attending or participating in AFD/W activities and events.

Coordination with military and veterans organizations that are interested in participating in local AFD/W activities is strongly encouraged. AFD posters were distributed with space for overprinting local times and locations was provided on the posters.

Army requests \$60.1 billion in FY '97 budget

by Gerry J. Gilmore

(March 25) The Army's Fiscal Year 97 budget request now before Congress is larger than last year, and, significantly, contains funding for contingency deployments, such as Operation Joint Endeavor in Bosnia. The outlook is favorable that the Army will receive the money it needs from Capitol Hill to fund operational, modernization, procurement, training and quality of life needs next year, said MG Robert Howard, Army budget director. Howard was interviewed in mid-March for Soldiers Radio and Television's "Washington Report." This year's budget request, Howard said, represents an increase from \$59.5 billion last year to \$60.1 billion. As part of the FY

97 budget, the Army is scheduled to reach an end strength of 495,000 active-duty soldiers.

"There has been discussion regarding taking the force even lower," Howard said. "However, the Secretary of Defense has given [Army Chief of Staff] GEN [Dennis] Reimer the authority to relook at that, to examine whether or not we should remain at 495,000 or come a little bit lower. ... Decisions about that will be made in the coming months."

Howard said readiness was "our first priority" during FY 97 Army budget meetings. "We made sure that all of the readiness accounts were funded at a very healthy level," he said. "In the FY 97 budget, we have asked for \$1.4 billion to cover contingencies, like Bosnia.

"That [request] has just about made it through all four [Congressional] committees. That will help in fusing operating money back into the commands. Because what we had to do at the beginning of the year was literally take money away from the commands throughout the world and pump that money into the Bosnian contingency," Howard added.

A factor favoring the Army's FY 97 budget request is the so-called inflation windfall. Previous inflation projections of 3 percent annually over the next four to five years have been revised downward by the Office of Management and Budget, Howard said. Last year's inflation rate was projected to be 3 percent, he added, but it turned out to be only 2.1 percent. DoD should now save, due to reduced inflation estimates, about \$46 billion from FY 97 through FYs 2001-2002, Howard said. About \$6.8 billion of this money will be used to enhance the Army's buy-

ing power, with some earmarked in the FY 97 budget for base realignment and closure actions, he said. Concerning money in soldiers' pockets, President Clinton approved a 3 percent military pay raise for FY 97, Howard said.

Other soldier quality-of-life issues addressed in the budget request include replacement and renovation of barracks and family quarters, and funding for military child care programs. The Army continues to rely on its Reserve and National Guard units to accomplish missions worldwide, Howard said. For example, about 3,000 Reservists and National Guardsmen are currently supporting Operation Joint Endeavor.

Army Reserve component end strength should reach about 575,000 as part of the FY 97 budget, Howard said. National Guard personnel end strength is slated to be reduced between 8,000-9,000 by FY 98, he added.

Although the military drawdown is all but over, the Army's FY 97 budget request addresses "a significant reduction" of Department of the Army civilians, Howard said. "We still have a way to go [with the DA civilian drawdown]," he said. "In FY '97 we come out [with] about 252,000 civilians. That number will come down to about 236,000 DA civilians worldwide by 2001."

Most recent DA civilian reductions have been accomplished by voluntary means, Howard said, with very few reductions in force.

"It's getting more and more difficult, though," he said. "We're asking Capitol Hill for some legislative assistance to enable the Army to contract out some work that needs to be done.

"That's becoming more important as the numbers of DA civilians

become fewer and fewer. This should become a matter of debate during Army budget discussions on Capitol Hill," he concluded.



Ethics Update

The Office of the USAREC Staff Judge Advocate sent a message to the field publicizing the Commanding General's message, dated 27 Feb 96, regarding gifts to headquarters personnel. The Commanding General has announced that all USAREC personnel should immediately discontinue issuing presentation items and gifts (plaques, mugs, etc.) to visiting headquarters personnel.

Despite the Commanding General's message, however, members of this command are still presenting gifts to visiting headquarters personnel, including the CG. The CG does not want any gifts and the command needs to be particularly sensitive to the fact that we cannot use appropriated funds to purchase gifts. Furthermore, active duty personnel cannot receive personal presentation items.

Commanders are strongly encouraged to ensure that the CG's message is publicized at the lower echelons of the command. Copies of the message are available through the Staff Judge Advocate. The bottom line: Do not provide gifts to visitors from headquarters.

There have been some recent problems with improper solicitation of subordinates for fundraising or commercial purposes. According to the ethics rules, there is a prohibition against government employees soliciting on behalf of private organizations as a part of their official duties unless an exception applies. The exceptions allow USAREC personnel to solicit on behalf of the Combined Federal Campaign and the Army Emergency Relief Fund. As a reminder, while government employees may solicit in their personal capacity on behalf of private organizations, they may not use their official position or their connection with the unit to do so. Also, personnel cannot solicit from their subordinates. In particular, soliciting or selling commercial products, raffle tickets, etc., to subordinates is forbidden.

As the summer approaches, soldiers often PCS and many will retire. According to the ethics rules, gifts may be given to superiors as an exception on such special occasions. However, the ethics rules place restrictions on gifts that superiors can receive from their subordinates. The retail value of all gifts may not exceed \$300 from a "donating group." An employee also may not contribute as part of more than one group. Contributions must be voluntary and we cannot solicit more than \$10 per person. An employee, however, may offer to contribute more. Preferably, any collection should be handled by junior personnel to avoid any issue of coercion to donate.

If you have questions regarding the above-mentioned issues or if you have other ethics questions, do not hesitate to contact your brigade judge advocate or the Office of the Staff Judge Advocate.

Personal Freedom in the Army: Fact or Fiction?

by MSG Clyde Alexander

Recruiting provides many opportunities for us to use listening and counseling skills creatively. We are confronted with challenges daily that allow us to use our talents to identify and address questions underlying the numerous objections we hear. Knowing that objections are a common occurrence, we should identify those most frequently heard and prepare for them. One such objection often heard is, "I won't have any personal freedom in the Army."

This concern, like many others we hear, is based on a misperception of what the Army is really like. Unfortunately for our prospects, such misperceptions seem real until we inform them. We can correct their misperceptions.

The 1st Recruiting Brigade has identified this objection about the loss of personal freedoms in the Army and conducted a study of why this perception persists. Their first action was to identify the common perceptions and myths contributing to this belief about a lack of personal freedom. These include:

- A Youth Attitude Tracking survey revealed that personal freedom is a high priority of America's youth.
- One of the most common perceptions of our prospects is that they will lose their personal freedoms if and when they join the Army.
- "If I join the Army, I will have some sergeant yelling at me all the time!"
- "I won't be able to do what I want in my off-time!"
- "I don't want to live in some room with 50 other guys!"
- "In the Army, you get brainwashed, and you don't have any input in making decisions."

Take a moment and think back to the last telephone call you conducted where you encountered one of the above objections. How did you handle it? Did you inform your prospect and successfully overcome this challenge? If you had known beforehand that this particular objection would surface, how might you have prepared to handle it?

Preparation and practice will give you the self-confidence to overcome this objection the next time you hear it. Some of the techniques you can use to help you inform your prospects about this perception are:

- Testimonials from soldiers who have completed BCT or AIT and from those permanent-party soldiers on leave.
- Show your prospect or applicant the pay scale and

explain that housing, meals, medical and dental care, and uniforms are all provided free-of-charge. Therefore the paycheck can be considered "spendable income" with lots of personal freedom.

- Explain that we have a very important job to do -- defend our country. Every soldier, regardless of rank, plays an important role in that mission. As such, every soldier is treated as an adult and is given responsibilities that most civilians cannot imagine.

Let us now discuss the perceptions and myths that the 1st Recruiting Brigade had identified in more detail. We'll identify the myth first, followed by the reality, and finally conclude with a common sense answer you may use to handle the myth.

Myth: "If I join the Army, I will have some sergeant yelling at me all the time!"

Reality: This common myth is usually based on what the prospect or applicant thinks is reality. This perception is not normally based on fact, but instead has been developed from watching old military movies and television shows. Testimonials from soldiers who were in the military "back in the good old days," and from those who may have left the military under less than ideal conditions can also play a part in developing this myth.

Common Sense Answer: The Army is a 100 percent volunteer force. Because of this, everyone who wears the uniform does so by choice. This choice commands a certain amount of respect which is demonstrated in the day-to-day workings of the Army. At one time the Army may have been like your father (grandfather, etc.) said, but Today's High Tech Army is a professional organization that has no place for such nonsense.

Myth: "I won't be able to do what I want in my off-time!"

Reality/Common Sense Answer: The Army, like any other professional organization, demands dedication from its employees. When you're at work, you are expected to do your job to the best of your abilities. When your duty day is over, your time belongs to you. Whether you decide to just relax by yourself or with friends, or if you want to take advantage of the many recreational facilities available to you, the choice is yours.

One reason for the Army's excellent retention rate is because it allows its soldiers to have the freedom to do

what they want in their off-time. Although you are a soldier, that doesn't mean you cannot be a "regular" person at the same time.

Myth: "I don't want to live in a room with 50 other guys!"

Reality/Common Sense Answer: Over the past few years, the Army has made drastic changes to the billeting of its soldiers. At most BCT bases, you will be housed in "open bay" barracks. When you get to your permanent duty station, however, you will either share a room with a roommate or have your own room, much like a college dormitory.

Each installation has a Better Opportunities for Single Soldiers (BOSS) group, a grassroots panel of unmarried service members who can be credited with the many positive changes that have been put into place to increase the quality of life of the single soldier. These changes include larger, better furnished living quarters, minimal room inspections, and greater input from soldiers on other quality of life issues that concern us all.

Myth: "In the Army, you get brainwashed; you don't have any input in making decisions."

Reality: This idea is, like so many other misconceptions about the Army, not based on reality. Most civilians cannot understand the motivation, professionalism, and dedication that soldiers have; therefore, they confuse dedication with brainwashing.

Common Sense Answer: As soldiers, we are taught that good order and discipline are vital in the accomplishment of our mission; which is defense of our nation. Sometimes the mission dictates that orders are given and followed without question. Other times, the input of subordinates is not only desired but needed. Each situation is different.

Now that we have listed some myths about personal freedoms in the Army and how we can handle them, let's discuss three freedoms we have in the Army. First we will state the fact about the freedom, then we will support that fact with evidence. The three freedoms we will talk about are *financial* freedom, *educational* freedom, and *personal* freedom.

Fact: In the Army you will enjoy financial freedom.

Evidence: As stated, the Army provides all the things you need to sustain health, i.e., food, shelter, clothing, medical and dental care. What this means to you is that your salary doesn't have to be spent on the things you need, it can be spent on the things you want. As a soldier, you are considered an adult. What you do with your money is your business.

Fact: In the Army you will enjoy educational freedom.

Evidence: The educational requirements for Army enlistment are higher now than during any period in our

history. As a pay-back for this requirement, the Army offers some of the most innovative and valuable educational programs available anywhere. Every soldier who enlists qualifies for the Montgomery GI Bill and may qualify for the Army College Fund. In your off-time, you can take advantage of the on-base Education Center, where you can take classes toward your degree, or attend classes off-base at a nearby college or university. The Army will pay up to 75 percent of the cost of these classes. Ask, "What other employer would do that for a new employee?"

Fact: In the Army you will enjoy personal freedom.

Evidence: As a soldier, you are considered an adult. As an adult, you are expected to know right from wrong, good from bad. In the Army you are challenged every day. You are trained to do a job and do it the best! You are taught leadership skills that you can use, not only when you become a sergeant, but for the rest of your life.

You are responsible for your own actions and duty performance. In the Army your parents will not tell you what to do, because as an adult, you are accountable for your actions. You are taught what is right and wrong and are expected to conduct yourself with maturity and professionalism. The Army exists for the defense of our nation, not as a baby sitting service.

There is one additional fact, which pertains to all three freedoms, which we should consider:

Fact: In the Army you will enjoy your off-time.

Evidence: The vast majority of soldiers in Today's Army work in combat support and combat service support jobs. This means that the normal duty day is not too different from the typical civilian job. You get up in the morning, go to work and when the duty day is over, you go home. Even soldiers serving in combat arms jobs enjoy quality of life because they spend most of their time on base, not in the field.

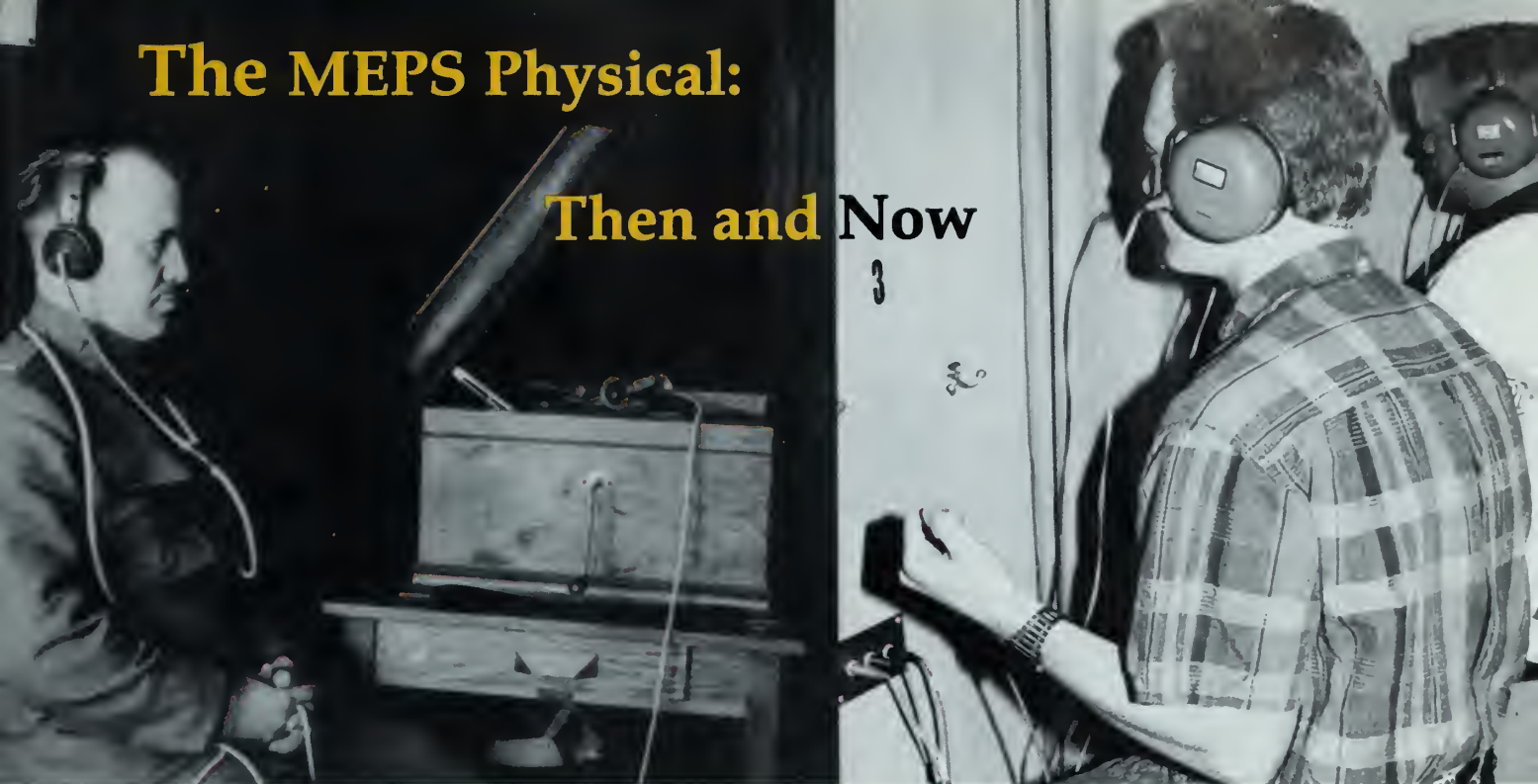
The Army realizes that good soldiers will not want to stay in the Army if they don't feel needed, important, and like a valuable member of the team. That's why the Army is a good place to start your future.

As recruiters and representatives of the Army in our communities, we must always keep in mind that there are many perceptions of the Army. We also know that many of these perceptions are not based on reality, but on myth. What we must be able to do is identify our prospect's perceptions of the Army and inform them with the facts. The countless techniques available are only limited by our own imagination.

**Comments or suggestions for future topics?
Contact MSG Alexander at 1-800-223-3735,
ext. 6-0133.**

The MEPS Physical:

Then and Now



*Story and photos by
US Military Entrance Processing Command*

Except for a big boost in technology, the hearing test today looks much the same as it did in 1917, but it measures a greater range of hearing ability.

If you ask recruiters about the MEPS physical exam, some would tell you that it takes a Mr. or Ms. America physique to pass, that during the hours-long examination every possible part of the human body is minutely examined, and the MEPS physicians tend to disqualify all but the most healthy of young applicants.

On the other hand, if you ask reception battalion personnel at the Army's basic training centers, some are convinced that the MEPS physical consists of counting arms, legs, eyes, and ears. If there's two of each of those and one of everything else, then the applicant passes!

Obviously the truth lies somewhere in between. There has always been some version of a physical examination to join the Armed Forces. Today's thorough medical examination is the end product of a long evolution, but it differs little from the physical given enlistees as far back as 1917. Two primary differences between 1996 and 1917 physicals are technology and the greater emphasis on personal respect and privacy for the applicant. Some of the things we do today simply had not been thought of in the early years of the century.

The physical examination process begins when an Army recruiter sees the applicant for the first time. This is where the arm and leg counting takes place. After passing that first visual impression, and assuming there is still interest by both parties to continue, the recruiter performs a physical pre-screening process. Having learned in recruiting school what the major physical disqualifications are, the recruiter can get more specific by

questioning the health background of the applicant and eliminating any who disclose obvious disqualifying medical events, such as a history of asthma or radial keratotomy surgery. When faced with an unfamiliar medical condition, the recruiter is urged to contact the MEPS through the ASK-A-MEDIC program. Health professionals at the MEPS can do the necessary research and provide the recruiter with the information needed to make a "go/no go" decision. Many in the MEPS consider the recruiter medical pre-screening given the applicant to be the one of the most important parts of the physical exam.

Assume the applicant has passed the recruiter's pre-screen, has the required number of body parts, and didn't admit to any strange, exotic diseases or surgical procedures. If an applicant passes the other checks as well, the next stop is scheduling the MEPS visit.

Beginning at "oh-dark-thirty," applicants check in with the control desk at the MEPS. They visit the Army guidance counselor, then gather for the commander's description of what will happen to them at the MEPS that day. A major portion of that early morning briefing deals with the medical examination. Applicants are told, in detail, what will happen, what tests will occur, and what the physical exam consists of. For many applicants, this will be the most thorough medical examination they've ever had.

The medical exam starts with a briefing. During this time, each applicant completes a medical history form. This form asks, in detail, for all illnesses, injuries, hospitalizations, surgical procedures, any medical event they



Apart from clothing styles, little has changed since 1917 in applying height and weight standards for military service.

can remember. If the Army recruiter has done a good job, many applicants will arrive with documentation of these events from their hospital or private physicians. Most have spent some time recently talking with mom or dad about childhood illnesses too!

Major emphasis is placed on honesty in completing this form. Many disqualifying conditions cannot be detected in the physical exam and we depend on the applicant to be totally truthful, because lies or omissions here can have disastrous results later. For example, asthma is a disqualifying condition, but unless the applicant brings in independent medical confirmation, indicates a history of asthma on the form, or has an asthmatic attack in the MEPS, there are no physical signs of asthma. So if the applicant “forgets” to note asthma on the form, because he or she really wants to join the Army, what happens? If everything else is okay, the physical is passed, and everyone lives happily ever after, except for the applicant, who while enduring the stress and strain of basic training has an asthma attack in the field or drowns in the water hazard he or she was crossing on the confidence course. Far fetched? Perhaps, but are you willing to bet a life on it?

Next scenario. Having concealed the asthma, we’re off to basic training. “Boy, this is hard stuff, I hate push-ups . . . I want to go home! Whoops, I just remembered my long history of asthma, so it looks like I get to go home and write this off as a bad experience.” But now there’s one less person in the Army than we planned for, we’ve wasted about \$6,000 of the taxpayers’ money and there’s a training seat going empty. The Existed Prior to Term of Service (EPTS) rate just went up a bit more too — that’s military jargon for a medical or health condition that kept a trainee from finishing basic training and resulted in a discharge.

Back at the MEPS, after completing the medical history form, the applicant is given a report of medical examination form, which is filled in by the applicant to show his or her current health and completed by the MEPS physician during the physical examination.

Paperwork done, the examination begins. Blood pressure and pulse are taken and recorded. Army applicants undergo a drug and alcohol test. Alcohol is checked by means of a breathalyzer, using a stricter standard than that used by law enforcement officials during traffic violations. A positive reading of 0.05 or higher is grounds for disqualification and that applicant’s visit to the MEPS is terminated then and there.

The drug test, which checks for THC and/or cocaine, is done with a urinalysis sample. There is a very strict chain of evidence procedure, beginning with an observer watching the donation process and concludes with each applicant’s sample receiving a control number to mask the applicant’s identity and ensure that every sample is matched to the correct applicant. Results of this test won’t be back after the applicant is in the Delayed Entry Program (DEP); however, a positive result will mean an immediate discharge.

Height and weight are checked and recorded. Eye examinations for visual acuity and color blindness are performed and hearing is measured. At some point in the morning blood is drawn for serology tests. Interestingly enough this is one of the tests applicants fear most, yet it gets the fewest complaints. Our experienced professionals make the experience painless, for the most part. Of course, there’s always the macho applicant who insists on getting right up and hurrying on to the next station. Whether he gets a ride in an ambulance depends on how hard he fell when he fainted and whether or not he hit his head. Experience has shown that a moment of quiet reflection after the blood draw will eliminate most fainting spells or dizziness.

One of the most important tests done with the blood sample is for HIV. Applicants who are HIV positive are permanently disqualified from military service. As with the drug test, the results won’t be back until the applicant is in the DEP; however, a positive result is not the end of this procedure. A re-test is conducted at the lab and if still positive, a third test is performed, one that provides even more accurate results.

In 1917, the Jennings Vision Test for color blindness was state-of-the-art. Today’s applicants receive far more extensive vision testing.



Applicants who test positive are brought back to the MEPS (recruiters are not informed of these results) to be notified personally by the MEPS physician and the MEPS commander. Another blood sample and series of tests are offered, and the applicant is provided with all material available concerning local HIV support groups and asked to see his or her personal physician as soon as possible. There is such a thing as a false positive; it's rare, but does happen. If that's the case with the applicant, and the second series of tests are negative, processing resumes.

All applicants are required to perform a series of orthopedic exercises before the MEPS physician. These exercises and maneuvers are designed to allow the doctor to visually check to see that all joints are working and that the neurological synapses allow correct balance.

Lastly, and perhaps most importantly, every applicant receives a personal examination by the MEPS physician. Done in private, the doctor notes the applicant's medical history, asks questions about past medical problems, and examines the applicant. The doctor looks at all parts of the body, looking into eyes, ears, etc. Male applicants receive a hernia check, while females have a pelvic examination and a pregnancy test.

In some cases, applicants have conditions that require specialty examinations to look into potential problems. Consultations are arranged with local medical specialists at no charge to the applicant, and applicants are provided transportation to and from the doctor's office.

Having been given a clean bill of health, the applicants can continue processing at the MEPS. What we've found out about the applicant is noted in a medical file. We've found out a lot of information in a short period of time. If we could perform CAT scans and other exotic medical procedures, we might catch a few more disqualifying conditions, but probably not much more.

There are some misconceptions about the MEPS physical that have persisted for years. Many think that MEPCOM sets the standards. Not so! Accession standards are found in Army Regulation 40-501, a regulation that all services have agreed will provide basic standards, less any service differences for height, weight, or body fat.

Another common myth is that applicants who pass the physical are in good physical shape. Not so! A healthy couch potato could easily pass the exam and many do, and yet are not in good enough shape for the rigors of basic training.

Another myth is that MEPS physicians can waive medical or health problems. Again, not so! While they can recommend a waiver, MEPS physicians can only waive minor deviations from height/weight standards.

Speaking of waivers, when a MEPS physician determines that a disqualifying medical condition exists, a waiver can be requested by the recruiter (with or without the physician's recommendation). The waiver is

processed through recruiting channels to the USAREC command surgeon.

So what's the bottom line? Looking at all services, 14 percent (47,165) of applicants who undergo the MEPS physical examination do not pass. The Army disqualification rate is the same, with 14 percent of applicants being disqualified in the physical examination. But that 14 percent still represents more than 22,000 young men and women who were unable to fulfill their dream of joining the Army and for each disqualification, another applicant has to be found by USAREC recruiters.

What medical conditions were found to disqualify these disappointed applicants? Surprisingly enough, the basic height, weight, pulse and blood pressure checks eliminated 1,520 applicants. A further check of eyes and hearing resulted in another 2,395 medical losses. Those basic checks totaled 18 percent of the medical disqualification rate. Another 10 percent were disqualified because of problems with their lungs, and 9 percent more failed due to lower extremity problems, not be confused with foot problems, which eliminated yet another 10 percent. Problems in the upper extremities caused another 4 percent of the failures, while spine problems resulted in only 3 percent of the medical rejections. Probably as surprised as the medical technicians, 383 young women found out they were pregnant and therefore not qualified to enlist in the Army. Psychiatric problems resulted in a further 7 percent of the disqualifications. Much more emphasis has been placed on psychiatric evaluations in light of recent incidents that shows the disastrous consequences that can occur when ignored.

Unfortunately, 97 young applicants failed the alcohol test, while another 4,097 had traces of THC. Another 685 tested positive for cocaine. There were 153 doubly disqualified applicants with traces of THC and cocaine present, and 90 tested positive for HIV.

Life in the military can be very taxing, physically and mentally. Life at Army basic training can challenge even the fittest. While passing a USMEPCOM physical is not a guarantee of success, it is the best that can be done to ensure the trainee's body can handle the stress and turmoil without damage during basic training or risking permanent damage later in a military career. ☹

In 1917, applicants took almost the same oath as those who sign up today, but shipped immediately to basic training.



SecArmy at Times Square

by Ray Aalbue, New York City Battalion A&PA



Secretary West keeps a watchful eye over SSG Quinones' shoulder while LTC Parker looks on. (Photos by Ray Aalbue)

Times Square is the most famous recruiting station in the country, maybe in the world. It became even more famous recently when the Secretary of the Army, the Honorable Togo D. West, Jr., paid a visit to the multi-service station with his wife, Gail Berry West, and Mr. Walter Kaye, Civilian Aide to the Secretary of the Army for New York City.

While at the station, Secretary West presented SSG Keilow King his recruiter ring. King said, "It was awesome, something I will never forget. It's not everyone who gets his ring presented to him by someone of that stature."

SSG Frank Quinones, station commander of Times Square, had the challenge of briefing his visitors. Quinones did an outstanding job by starting up the JOINS system and going through the program step-by-step. Both Mr. and Mrs. West were enthusiastic about the way recruiters use JOINS to recruit for America's Army.

Mrs. West asked Quinones if the peacekeeping mission in Bosnia had a [negative] effect on the mission. "Not here in Times Square, ma'am," was his reply. "I get more people coming *into* the station because of the publicity about Bosnia."

Recruiters who have had a tour in New York City will remember "The Booth," as it is known to people who have been there, done that, got the T-shirt. It is a legendary place, sometimes confused for a cut-rate theater ticket booth by tourists. The station isn't much to look at either. It's a glass and metal box situated on a pie-slice of sidewalk planted amid concrete and granite buildings and huge billboards.

The Booth was America's first one-stop joint Armed Forces recruiting facility when it opened for business in May 1946. Since then, as the din of traffic and the sounds of sirens fill the air, thousands of young people have decided to serve their nation. It stands as the busi-

est walk-in recruitment office in the country. Even Arnold Schwarzenegger recognized its value when he filmed part of the *Last Action Hero* just outside the door of "The Booth."

LTC Anthony F. Parker, commander of the New York City Battalion, was very impressed by Mr. and Mrs. West. "Mrs. West was very knowledgeable about the recruiting process and I feel confident if the Secretary can help our recruiting effort, he will."

Mr. West was concerned about the quality of life in the Big Apple. CPT Stu Slatton, Metro Company commander, told him, "Most of the soldiers in the metropolitan area live at Fort Hamilton in Brooklyn. We all do pretty well and make the best of the situation. Just getting around in traffic can be a nightmare in the city."

The Secretary was very interested in recruiters and asked many times, "What do you need to do your job?" He received answers from every front.

Secretary West can now add "The Booth" to his list of Army foxholes he has visited. 🇺🇸



During his visit, Secretary West presented SSG Keilow King of the Fordham RS his recruiter ring.



story and photos by Ray Graham, Honolulu Recruiting Battalion

After five hours of flying through 2,500 miles of darkness over the deep waters of the Pacific Ocean, the twinkling lights of the Island of Tutuila are a welcome sight for the Army Recruiting team from Hawaii. Four times a year the Honolulu Recruiting Company and Honolulu Military Entrance Processing Station (MEPS) move their operation like a library bookmobile to American Samoa to enlist Samoans into the United States Army and Army Reserve. The trips are made because it's less expensive to send a team to American Samoa than to bring each applicant individually to Honolulu.

The team flies down on one of the two weekly flights provided by Hawaiian Airlines (the only airline serving American Samoa). This trip included MAJ Deborah Brown, Honolulu Company commander, Honolulu Company, 1SG Kenneth Strickler and Honolulu Senior Guidance Counselor, MSG David Scruggs. A key member of the team on every trip is Dr. John Klusterman, Chief Medical Officer and 18 year veteran of the Honolulu MEPS. Also present on each trip are nurses and personnel clerks packing typewriters, medical equipment, and even a TV set for applicants to watch while they wait out the processing. During this trip, 16 young people joined the Regular Army, with 18 going into the Army Reserve.

Because American Samoa is a territory of the United States, Samoans are eligible to join the United States Army. And join, they do! Last year 44 young people from Samoa joined the Army, and 43 went into the Army Reserve. The Samoan people are extremely patriotic and loyal to the United States. In this land of extended families, high chiefs, and high talking chiefs, there is a great desire to serve in the military. "Just about everyone wants to join the Army," according to SFC Vaiinupo Nuusa, (himself of Samoan heritage), commander of the American Samoan Recruiting Station. Nuusa says the problem is getting them qualified. Because of their unique cultural background, they sometimes don't score as high on the ASVAB as their "street-smart" mainland counterparts. "If we get them qualified, they make terrific soldiers, in many cases graduating from basic training at the top of their class," says Nuusa.

Among the four military services, the Army has been getting the lion's share of Samoan enlistment over the years, according to MAJ Brown. "It has almost become a tradition for American Samoans to

serve in the Armed Forces of the United States," she says.

When the Army was considering closing the Army recruiting station in American Samoa due to budget constraints, the governor of Samoa intervened and offered very low-rent office space for the recruiting station in the government office building located in Pago Pago. The governor didn't want the people of American Samoa to lose their link with the United States Army! The station is now located in the government office building just a few steps from the governor's office.

Processing of the pre-screened applicant is done at the Army Reserve Center located in Tafuna, just a few miles from "downtown" Pago Pago. It's the home of Companies B and C of the famous 100th Bn, 442nd Infantry headquartered in Honolulu. Like children anticipating Santa, Samoans wait in the hallways of the Reserve Center for a decision on whether or not they have qualified for enlistment. When the good news finally comes, the applicants are interviewed and fingerprinted, then they're sworn in by the MEPS Operations Officer, Air Force CPT James Minkoro or by MAJ Deborah Brown, Honolulu Company commander.

Employment opportunities in American Samoa are limited, with the major employer being the Star-Kist tuna packing plant located in Pago Pago. So, Samoans not only want to join because of their patriotism, but, also because of the skill training and economic advantages an Army enlistment offers. Members of the Reserve are able to shop in the commissary and exchange located at the Reserve Center at considerable savings compared to the local economy. They also get, in many cases, their first opportunity to leave their tiny island.

The DEP trips are big news in Pago Pago. During this trip, reporters from the local TV station KVZK came out to cover a swearing in ceremony. They interviewed Honolulu Company 1SG Kenneth Strickler about the DEP trip and Army benefits. Two articles appeared during the week in the Samoa News. The newspaper seldom fails to print a news release about a Samoan resident joining the Army.

American Samoa continues to be a major source of quality men and women for the United States Army and Army Reserve. The Samoan culture's emphasis on high moral standards and personal integrity contributes greatly to the superb soldier pool making up America's Army. So, the Honolulu DEP trips are destined to continue.



SFC Vaiinupo Nuusa, station commander of American Samoa Recruiting Station, Army applicants, and Sam Vaouli, a civilian Army Reserve recruiter.



by Gil Hogue,
Sacramento
Battalion,
A&PA



Two of the experts on recruiting Asian Americans are SFC Wellington Nishida, station commander of Fairfield Recruiting Station, Calif., and SGT Yong Yu, a native of Korea, is assigned to the South San Francisco Bay area. (Photos by Sacramento Battalion, A&PA)

To be successful in recruiting within the Asian market in California, a recruiter has to adopt entirely new and different techniques from those used in recruiting other ethnic populations. The primary difficulty in Asian recruiting is overcoming the attitudes toward military service which has become ingrained over the years in these populations.

In the case of Japanese immigrants, who came to California in the early 1900s, these attitudes have changed and mellowed over time. Japanese-American youth have become assimilated into mainstream America. Many have families who served the United States in 20th century wars. Japanese-Americans are the most open of all the Asian immigrants toward military service. This sets them apart from all other Asian groups in California. Other Asian populations have deeply held negative attitudes toward serving in the military, which come from their home countries.

It takes a special recruiter to be successful in Asian markets. The most successful are the recruiters who share the same ethnic background as the Asian youths they are trying to recruit. The Sacramento Recruiting Battalion has two such recruiters, one of whom has recruited in both Hawaii and California, and one a new recruiter who is beginning to penetrate the market in the south San Francisco Bay area.

Since 1982, SFC Wellington Nishida has served as a field recruiter, nurse recruiter, guidance counselor and recruiting station commander, both in Hawaii and in California. He is presently the station commander of Fairfield Recruiting Station, located midway between San Francisco and Sacramento.


"I had no difficulty recruiting in Hawaii," he said, "Because I was born and raised in the area. I was Hawaiian, spoke 'Pigeon,' and related to the kids and their parents on their level. Here in California, it's different with the Asian kids," he added. "With (other) Asian kids, you have to deal with the parents — that's the hardest part. The Asian parents are very success oriented. They don't think of the military service as an opportunity. They'd rather have their kids work at McDonalds." Nishida identifies the traditional Asian attitude toward military service as a major stumbling block in recruiting these minorities.

"We always have to get permission from Mom and Dad — they have to say O.K." And that says Nishida, is usually the problem, because the parents from Asian countries often have a less than positive view of military service, which they bring with them upon entering the United States.

"Koreans and Vietnamese have a bad idea about military service," she says. "Many of their parents are financially stable. They experienced war themselves, and they don't want it for their children. They want their kids to get as much education as possible. They are willing to let their children serve as officers, not in the enlisted ranks." SGT Yong Yu, a native Korean, is a new recruiter in Santa Clara, Calif. She echoes Nishida on the difficulties in recruiting Asians.

"If a recruiter was born and raised in that country, it's easier for him to recruit," says Nishida. He added that perhaps most importantly, he or she should speak the language of that country, not so much to help influence applicants, but to reach and reassure the parents.

Perhaps the most successful recruiter in penetrating an Asian market in Northern California was SSG Thanh Stough, a soldier with a remarkable background. Stough, who recruited in Oakland, across the Bay from San Francisco, had been a paratrooper in the South Vietnamese Army (Army of the Republic of Vietnam) since he was 15. In 1975 he escaped from South Vietnam as the country fell to the communists, eventually finding his way to California. He immediately tried to join the US Army, but was rejected because he couldn't speak English. So he went to high school, graduated, and again tried, this time successfully, to enlist.

As a soldier, Stough gained his American citizenship, and eventually became the NCO of the Year for 101st Airborne Division. As a recruiter, Stough was very successful, particularly in the Vietnamese community. His background as a soldier in both the Vietnamese and US Army and his command of his native language enabled him to become a role model, both for Vietnamese youth and their parents. It's that type of background that makes a recruiter successful in Asian recruiting in California. 

For the asking

Civilian Aides to the Secretary of the Army are the recruiter's friend for the asking. So ask.

by Peggy Flanigan, USAREC Public Affairs

Would you like a direct line to your state's leaders, your city's mayor, and the influential business and civic leaders in your community? You might be surprised to learn that Army recruiters have one.

In all 50 states and US territories, the Army enjoys a direct link with the public through the Civilian Aide to the Secretary of the Army (CASA) Program. Civilian Aides come from many professions, including business, education, finance, industry, law, the media, medicine, and public service. The Aides explain Army missions, traditions, purposes and policies to the public and they report public attitudes and perceptions to Army leaders.

The Civilian Aide Program began just prior to World War I, when a group of civilian volunteers took part in a training program to supply the Army with leaders. This group, called the Military Training Camps Association, helped the Army pick candidates and run training camps. The program evolved into the first organized training school to produce second lieutenants. In 1922, the Army formally recognized the training program and the Civilian Aide concept. In 1950, under the direction of the Secretary of the Army, the program was redesigned to meet the Army's need for a system of civilian liaison to give the Army "grass roots" opinions from throughout the country.

Today, Civilian Aides to the Secretary of the Army are business and community leaders selected by the Secretary to advise and support Army leaders across the country. They receive no salary. They are dedicated public servants who serve because they love the Army and soldiers. Many Civilian Aides are former military members, and all of them are influential leaders in their regions.

They contribute tremendously to Army recruiting. CASAs are very effective in community relations where they are respected by their peers in the business, civic, and fraternal organizations with whom they are affiliated. They can be instrumental in opening schools for




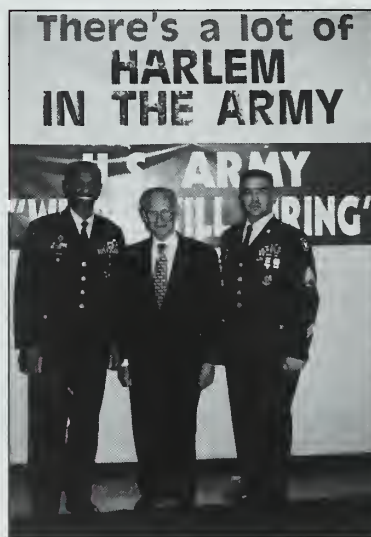
New Mexico CASA Oscar Mahlon Love shared his photos of military events and people with BG James Shane and Phoenix Battalion commander, LTC David Lynch. (Photo by Mary Jo May)

recruiters because of their unique ability to carry a message to the most appropriate audience in order to resolve such issues. They can assist by participating as a speaker or guest at your battalion activities, such as Delayed Entry Program functions or Center of Influence events. They are always valuable as speakers to local and regional media because of the credibility they enjoy within their respective fields of expertise. Or, their service can be as simple as cutting a ribbon for a new recruiting station.

CASAs are helping separating service members find jobs by encouraging employers to register with the Army Civilian Alumni Program. They are asking governors, state legislators and business leaders to adopt policies that create state and private sector jobs. They monitor local media and public opinion and they alert commanders to trends and potential problems.

CASAs, Civilian Aides to the Secretary of the Army, distinguished

Americans and true patriots — they are an invaluable link to the civilian community. They are there to work with your commander. They are a recruiter's friend for the asking. So ask. 



MG Lenhardt with long-time New York City CASA Walter Kaye and Harlem station commander SSG Jose J. Padilla. (Photo by Ray Aalbue)

Taking risks

— Focus prevents future problems



by LTC Mike Garrett
USAREC Personnel

There is a new program making its way through the United States Army Recruiting Command, the Risk Reduction Program. It's not really a *new* program, but it is, rather, something that focuses old programs in a new direction.

The Army's Risk Reduction Program started in 1994 at Fort Campbell, Ky., out of a desire to reduce high risk behaviors — such as drug and alcohol abuse, suicide, spouse and child abuse, absence without leave, financial problems, and vehicle accidents — that were impacting on unit combat readiness. Data was collected to identify high risk units and services were offered to the unit commanders to reduce the high risk behaviors. The results? At Fort Campbell, in the 12 months after initiating the program:

- alcohol offenses decreased by 35.4 percent,
- injuries and accidents decreased by 78 percent,
- driving under the influence (of alcohol) and driving while intoxicated (DUI/DWI) apprehensions decreased by 56.4 percent,
- AWOL decreased by 31.3 percent,
- and confirmed child abuse decreased by 23.8 percent.

Based on such encouraging results from Fort Campbell and other installations, the Chief of Staff of the Army directed that the Army move forward with the Risk Reduction Program. As a result, USAREC has begun to develop a program that will be the model for risk reduction in a geographically dispersed organization.

Why have a risk reduction program in USAREC? Because the recruiting mission requires a high level of training, discipline, and mental and physical fitness; because on- and off-duty high risk behaviors have a detrimental effect on the recruiting mission; and because most of our soldiers do not have ready access to a military installation support infrastructure.

So how are we going to implement the program? The first step will be to develop data from a wide variety of sources, to include a unit risk inventory survey, accident reports, incident/serious incident reports, medical treatment facilities, et al. The next steps will be to identify at-risk battalions, coordinate with the brigade and battalion leadership teams to develop a comprehensive intervention plan, and then, most importantly, to provide the resources to implement the plan. An intervention plan might include defensive driver training, health promotion, stress management, marriage enrichment, parenting, and drug and alcohol abuse training. The final step will be to develop long-range, proactive prevention strategies for use by all units.

The Risk Reduction Program will succeed only through the support of everyone on the USAREC team. The guiding principles of the program must be that it is a positive program designed to attain and maintain a healthy, safe, and quality environment for our soldiers and families. The program is for training and assistance, not for adverse administrative or judicial action. No results will be used to target an individual. The program can be a combat multiplier for the recruiting mission. It will help us focus our resources where our soldiers need help.

MG Alfonso E. Lenhardt, USAREC commanding general, has emphasized his support for the program in his memorandum to all USAREC soldiers concerning the unit risk inventory survey: "This is a priority program — to be successful it needs your help."

So when you are asked to participate in this program, give it your best shot. Together we can use this program to make the USAREC quality of life better for our soldiers, families, and civilians. 🍀



The Way I See It

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

A driver's license makes a significant difference for the number of jobs that an applicant will be eligible for. Most 16-18 years olds in our area do not get a license due to the fact of state insurance cost. It literally doubles their parents' premiums whether they drive their car or not. Why did we ever get rid of the MVDB? Why can't we get it back?

Chief of Staff responds:

I appreciate your comments through the *Recruiter Journal* regarding the Motor Vehicle Drivers Battery (MVDB.)

USAREC stopped using the MVDB because the United States Safety Center at Fort Rucker, Alabama deleted the authority to operate tactical vehicles on state highways without a valid state drivers license. This prohibition has been in effect for nontactical vehicles as far back as 1986; however, it was extended to tactical vehicles in June 1992. The use of the MVDB was allowed until April 1, 1994, with the condition that those enlisting for a Military Occupational Specialty requiring a drivers license obtain one while they were in advanced individual training.

The use of the MVDB will not be reinstated because all operators of military vehicles must possess a valid drivers license if they are going to be operating the vehicle offpost. Each recruiting brigade does have the authority to grant an exception to allow a person without a drivers license to enlist into a Military Occupational Specialty that requires a license provided the applicant obtains a license prior to shipping for training. This procedure does allow the guidance counselor to show your applicants jobs that require a drivers license, even if your applicant does not have one.

Thank you for participating in "The

Way I See It," program. Good luck in your recruiting efforts and keep up the good work!

A recruiter writes:

The new recruiter sales presentation with the CAST test on it was a good idea. I would like to propose another idea. Most schools that we recruit in use Apple® Macintosh® computers. I carry a disk with me and give the CAST test at applicants' homes. The problem with doing this at school is the Apple® Macintosh® can't read our program. My suggestion is that someone make the CAST, Apple/Mac compatible. This would be a great help for recruiters to be able to test students while at school.

Chief of Staff responds:

Thank you for using the "The Way I See It" to express your concerns. Your interest in converting the Computerized Adaptive Screening Test (CAST) to a Macintosh® format is a great idea; however, it violates current policy of maintaining controlled items. The CAST materials and the Enlistment Screening Test (EST) materials are designated "For Official Use Only" and will be handled, stored, transmitted, and destroyed in accordance with AR 25-55, chapter 4. USAREC Regulation 611-4, chapter 9, also provides similar guidance in this area. Recruiters must ensure strict adherence to CAST and EST policies and procedures to ensure that the screening results are useful as a predictor of the Armed Services Vocational Aptitude Battery. At this time, the EST is the only screening test that is authorized to be administered outside the recruiting station.

In the near future the Recruiting Command is planning to replace the JOIN machines and bring recruiters into the 21st century through an initiative called Joint Recruiting Information Support System (JRISS). The

JRISS concept includes the use of laptop computers that allow recruiters to transport a CD-ROM-based multimedia sales presentation to virtually any location to accommodate the needs of prospects. A Proof of Concept test is planned to begin in May 1996 in selected stations across the country. For discussion of JRISS as an integral component of Recruiting 2000, please refer to the February 1995 issue of *Recruiter Journal* for the "CG's Feedback" column and an article entitled "Joint Recruiting" and the March 1996 issue of *Recruiter Journal* for an article entitled "JRISS: An Automation Journey."

A recruiter writes:

Since it is the stated position of both the Army and of Recruiting Command that the spouse plays an important role in the success of the mission, how about providing a section in the *Recruiter Journal* for the spouse of a recruiter to write in ... "The Way A Spouse Sees It"?

The RJ Editor responds:

If you read the explanation of "The Way I See It" (TWISI) form on page 17, you will see that the TWISI section is already dedicated to providing a two-way forum for "recruiters, support staff, and family members." We have published letters from spouses in the past and intend to publish any others that we receive, but, to be honest, we receive very few letters from spouses. So thank you for providing us with this opportunity to tell everyone in the command that "The Way I See It" is a way for anyone in the command to communicate with the chief of staff, the command group, and the rest of HQ USAREC.

Thanks again for writing. Please keep reading the *Recruiter Journal*, and don't hesitate to let us know how we can make the *Recruiter Journal* better suited to the needs of the recruiting force.

TRICARE:

The Future of Military Health Care

What is the TRICARE system?

TRICARE is a comprehensive Department of Defense medical program for active-duty, retired and family members of all military services, designed to expand access to care, maintain quality of care, control medical costs for patients and taxpayers alike, and improve medical readiness.

TRICARE is a "managed-care" system (see Glossary), supported by regional civilian contractors. Management control remains with the military, but civilian health-care resources are used more than ever to supplement shrinking military medical resources.

Headed by a lead agent (the commander of an Army, Navy, or Air Force medical center), military hospitals in each of 13 regions share resources and contract for civilian medical services to supplement (not replace or duplicate) what they can provide. Civilian firms competitively bid for the contracts. The contractor organizes networks of civilian providers to supplement military care. It also provides some administrative services to the military hospitals and patients. The contractor provides, or pays the bills for, all CHAMPUS-funded services in the region.

Better Access To Care

By sharing the resources of Army, Navy and Air Force medical facilities and using contracted civilian care to supplement military hospitals and clinics, TRICARE ensures efficient use of Defense Department health-care dollars. This ensures maximum nationwide-availability of care for all beneficiaries. In addition, TRICARE improves access directly by upgrading appointment procedures, telephone systems, etc.

Better Quality of Care

For those who enroll in the HMO-like TRICARE Prime option, assignment to a Primary Care Manager improves care by providing continuity of care, preventing needless or unnecessarily repetitive tests and treatment, and ensuring appropriate follow-up to all care. Also, TRICARE stresses health promotion and illness prevention,

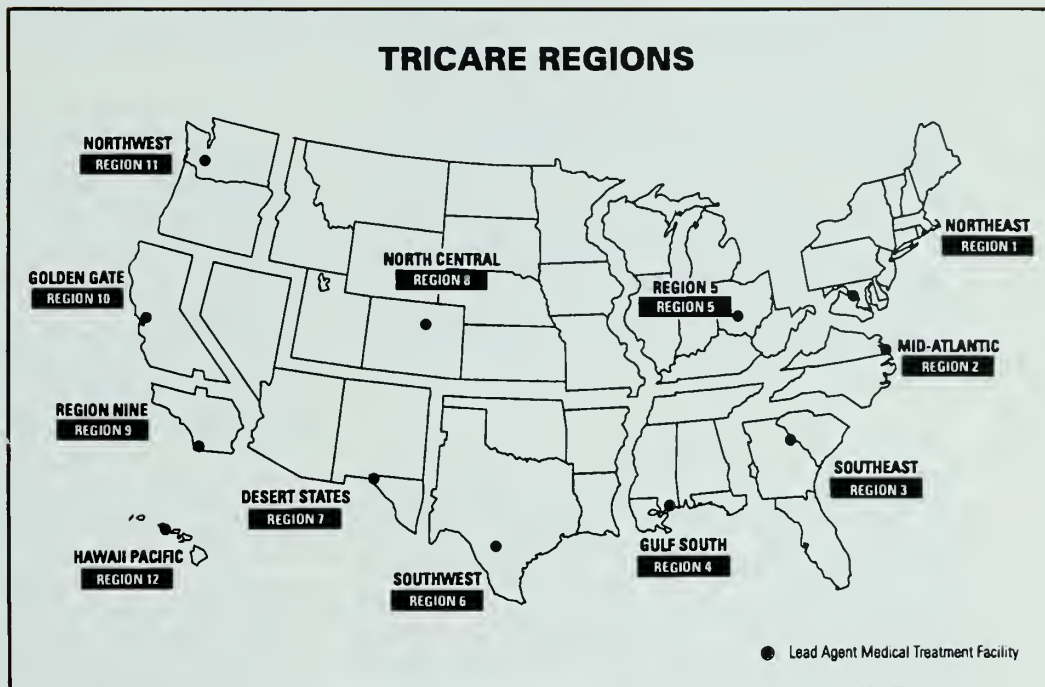
the best kind of care. All TRICARE providers must meet the same high standards as military providers.

Lower Cost of Care

Using providers organized by the TRICARE contractor will reduce costs for TRICARE participants. Those who use TRICARE Extra providers on a case-by-case basis will pay lower copayments than under TRICARE Standard. TRICARE Prime enrollees will pay no deductibles; will pay low, fixed per-visit fees instead of copayments; and, due to case management by their Primary Care Managers, will avoid costs of needless tests/treatments.

Medical Readiness

TRICARE directly supports military medical readiness. By improving care for all beneficiaries, TRICARE is an incentive for recruitment and retention of a quality force. By improving continuity of care and preventive-medicine services for active-duty soldiers and retirees eligible for recall, TRICARE helps ensure a healthy, combat-ready force. By improving care for military families and creating a robust, flexible, civilian back-up system that is ready to "surge" if military medical personnel deploy, TRICARE reassures soldiers that their families will always get the best possible care. This frees soldiers to focus on their mission instead of worrying about their families.



It's your choice

For beneficiaries, TRICARE is easy. The main challenge is deciding whether to enroll in TRICARE Prime — and that should not be hard for active-duty families. They receive the benefits of managed care and discounts on civilian care without any enrollment fee. Active-duty soldiers are automatically enrolled but continue to get their care free, through the traditional sick-call system.

Retiree families do have to balance expected savings on TRICARE Prime care against the new annual enrollment fees (\$230 for a single retiree; \$460 for a family). Despite the fees, experts predict the average retiree will save \$100 a year under TRICARE Prime compared to TRICARE Standard.

Active-duty families who use civilian care will save money, too, compared to Standard CHAMPUS. Those in grade E-4 and below should average \$170 a year in savings; families of E-5 and up, about \$240 a year.

Whatever your rank or medical situation, local Health Benefits Advisors can help you calculate which option is best for you. TRICARE will start region-by-region through 1997 and will be publicized locally. Once you enroll in TRICARE Prime, your decision-making burdens are over. Your assigned primary care manager will guide you every step of the way. Health Care Finders will arrange all your appointments with specialist.

PRIME

TRICARE Prime is like a civilian Health Maintenance Organization (HMO), a central source for all your health needs. The heart of your "HMO" is a military medical facility, augmented by the TRICARE contractor's Preferred Provider Network (PPN). Your care will be guided by a Primary Care Manager (PCM). This is a qualified health-care provider, group of providers or clinic that supervises your care like a family doctor. The PCM may refer you elsewhere for tests and specialty care, but will always supervise your care. A Health Care Finder (HCF) will make test/specialty appointments for you. Retirees and all family members must enroll at the TRICARE Service Center to be in TRICARE Prime (active-duty soldiers are enrolled automatically, but they will continue to follow normal unit sick-call procedures for all care).

Advantages

(1) A PCM who knows you well guides your care instead of leaving you to fend for yourself. The PCM protects you from unnecessary tests/care, while ensuring adequacy and continuity of care you do need.

(2) You always know where to go for initial care, and getting appointments with your PCM is easy. When you need tests or specialty care, a Health Care Finder (HCF) at a convenient TRICARE Service Center makes appointments for you.

(3) Most economical option for most people. You pay no deductibles and only modest fixed fees for civilian care in the PPN, rather than the sizable percentage copayments of TRICARE Standard.

(4) No paperwork. Civilian providers file their claims for payment directly with contractor.

(5) You are guaranteed appointments for urgent care (ailments that cannot comfortably wait) within one day; for routine care (problems causing no immediate danger or discomfort) within two weeks; and for a well visit (e.g., check-ups, immunizations, etc.) within four weeks.

(5) Away from home, you still get TRICARE Prime coverage. You phone a toll-free number to get PCM or HCF assistance in locating a provider, then bring the bill back for the contractor to pay.

Disadvantages

(1) Once enrolled, you are committed to TRICARE Prime for a year. You must use assigned PCM and Prime network for all care, except true emergencies. For most people, this is not a problem. But if you prefer a doctor who is not a TRICARE Prime participant, you may not want to enroll. (Under the "Point of Service" option, enrollees can get care anywhere, but must pay a \$600 deductible and 50 percent copayments for non-emergency care outside TRICARE Prime system.)

(2) Retiree families must pay enrollment fees whether they use care or not. Most will save money overall, compared to TRICARE Standard. But ones who need little care might pay less under other options.

EXTRA

TRICARE Extra requires no enrollment or commitment. It is available any time to anyone not enrolled in TRICARE Prime, simply by asking a Health Care Finder (HCF) at a TRICARE Service Center to make a medical appointment. If no military care is available, the HCF will make an appointment within the contractor's preferred provider network. Or you can make appointments yourself and seek reimbursement under TRICARE Standard. (NOTE: TRICARE Extra is mainly available in same areas as TRICARE Prime, but contractors may create TRICARE Extra networks in some outlying areas with large beneficiary populations.)

Advantages

(1) TRICARE Extra is less expensive for you than TRICARE Standard. The co-payment percentage is five percent lower; the extra providers agree to accept CHAMPUS allowable charges (thus no balance billing); and the providers total fee (on which the co-payment is based) is lower than most non-participating providers fees because the contractor has negotiated lower fees.

(2) You can keep your favorite non-participating doctors, and still benefit from lower costs when using specialties where you have no preference.

Disadvantages

(1) TRICARE Extra is more expensive per treatment than TRICARE Prime.

(2) There is no Primary Care Manager to protect you from unnecessary care, guide you to the right care and monitor the quality of your care.

STANDARD

TRICARE Standard is new TRICARE name for traditional Standard CHAMPUS coverage. It is a cost-sharing program. Patients can select any health providers, then file claims for reimbursement of part of cost (if care is covered by CHAMPUS). Some providers, but not all, file claims for patients. Some but not all accept CHAMPUS allowable fees. (NOTE: TRICARE Standard is only coverage available in many areas remote from military bases.)

Advantages

Only advantage over other TRICARE options is unlimited provider choice. This may be important to patients who have established provider relationships.

Disadvantages

(1) Most expensive option. Patient must pay a deductible, a percentage co-payment, and balance if provider bill exceeds CHAMPUS allowable.

(2) No Primary Care Manager to guide patient's care.

Questions

Q. Will TRICARE exclude retirees from military hospitals?

A. If enrolled in TRICARE Prime, retirees may find their access improves. Decreased access to military health care should not be blamed on TRICARE. Massive cuts in the entire Army require massive cuts in the Army's medical structure. While the driving force — the end of the Cold War — is good, the resulting cuts to the Army Medical Department require us to change the way we do business. That change is TRICARE; it saves our military medical system by efficiently using our remaining military medical assets and supplementing them with civilian care.

Q. Wasn't I promised no-cost health care for life, for my whole family?

A. If your family has received all its care in military hospitals, you're the exception. Most family members and retirees have had to get some civilian care under CHAMPUS, because free care has never been available everywhere. Today, although your entitlements remain unchanged, the shrinking/closing of military hospitals is reducing availability even more. This means some families who once had easy access to military hospitals are now being forced to use CHAMPUS for the first time. Though law never guaranteed free lifetime care (only eligibility for care when available), military leaders know most soldiers believe they were promised this care (an impression fostered by military lore, recruiting/reenlistment officials, and abundant care during the Cold War) and stayed in service because of it. DoD officials recognize a moral obligation stemming from this implied promise. But DoD cannot give what it does not possess, and personnel/budget cuts make it impossible to maintain earlier levels of free military care. TRICARE is DoD's way of meeting its obligation the best it can with today's limited resources.

Q. Why change our medical system?

A. The old system is no longer an option, for reasons beyond Army and DoD control. The Cold War's end is a boon to all humanity, but it has side effects — huge cuts in our forces, including medical services. But the number of beneficiaries is not shrinking as fast, so overall there is less space available in military hospitals. As Association of the US Army President GEN Jack N. Merritt (retired) wrote: "Neither hope nor nostalgia will care for elderly retirees in these turbulent times." Though aimed at Medicare-eligible retirees, his words apply to everyone. The old days are gone. DoD medical leaders must find a better way, one that efficiently knits military and civilian resources into a seamless system to maintain quality, protect or improve access, and control costs for beneficiaries and taxpayers. TRICARE is that better way.

Q. Enrollment fees charge retirees for medical services some will not use. Why?

A. DoD leaders agonized over the fees a long time. Studies show most retirees will save money under TRICARE, through lower deductibles and copayments (especially a drastic cut in per-diem costs for inpatient care for TRICARE Prime enrollees). People who use little care will pay more — until they do need major care, which most people eventually do. Think of the TRICARE Prime fee as a premium for a health-insurance policy that will save you a lot if you do get sick. But the decision is yours: if you're sure your family will stay healthy and can get routine care cheaper under TRICARE Extra or TRICARE Standard, you may want to skip TRICARE Prime for now. Each family must judge its own needs: you can get help in balancing the costs versus the benefits of various options from your local Health Benefits Advisor. While this is new to military retirees, civilian employees (including Army civilians) often pay more for health insurance after retirement.

Q. What will happen to beneficiaries aged 65 and older?

and Answers

A. DoD is awaiting a Congressional decision on DoD's request to bill Medicare for health care which military hospitals provide to those 65 and older (Medicare subvention). If approved by Congress, beneficiaries 65 and older could enroll in TRICARE Prime, and the new source of money would expand availability of military treatment facility (MTF) care for them. Meanwhile, those over 65 continue to be seen by MTFs on a space-available basis and are eligible for Medicare coverage.

Q. How is the enrollment fee used?

A. The contractor gets the fee as part of its total compensation for services rendered. Anticipated enrollment fees must be counted in bid prices as an offset to taxpayer dollars from the military health budget. By reducing what DoD pays the contractor, the fees save health-services dollars for use in the MTFs.

Q. Why let profit-making civilian companies manage our care?

A. DoD is not abdicating management of your care. Contractors are hired to do specific functions listed in each TRICARE Support Contract. The functions are selected by each region's lead agent and military hospitals. While some functions do involve limited management tasks, contractors' management discretion is limited by detailed contract instructions. For example, the contractors manage enrollment, but we control the standards and conditions of enrollment/ disenrollment, fee levels, etc. We give the contractor enough discretion to exploit his expertise and business judgment, but not enough to jeopardize your rights and benefits. In other words, the contractor manages how his people get the job done, but we tell the contractor Precisely what that job is. The contractor does not manage the overall health-care program. TRICARE contracts are rigorously drafted to ensure military management of your care. Of course, the contractor will strive to maximize his profits. That is a normal, healthy aspect of our free-enterprise system, which has given us history's highest standard of living. But TRICARE contracts are carefully designed so that the contractors' financial incentives help you rather than hurt you, i.e., the contractor benefits financially by giving you better care and better access, not by cutting corners on either access or quality.

Q. Why must I pay an enrollment fee for care in military hospitals?

A. You don't. There is still no charge for care in MTFs. The fee pays for other, contractor-provided services. Joining TRICARE Prime does make access to military primary care easier and faster for enrollees empaneled at MTFs. However, all beneficiaries, enrolled or not, are entitled to free care in MTFs on a space-available basis. TRICARE is designed to use MTF care before turning to the PPN. HCFs must check the MTF first when making specialty appointments.

Q. However, if empaneled outside the MTF, retirees have to pay for every primary-care visit. Those empaneled in the MTF get free primary care.

A. True. We know this seems unfair, but it's really just like CHAMPUS. It doesn't mean you have to pay for every test/treatment. Even if empaneled outside the MTF, you will be sent to the MTF for tests/specialty care when space is available. Conversely, people empaneled at the MTF sometimes will be sent downtown for tests/specialty care — depending on treatment needed and appointment availability. MTFs allocate in-house care as fairly as possible. First priority goes to active-duty members. After that, MTF leaders assign people by sensible categories. Some retirees may actually get priority for MTF empanelment, if they have ailments that give

military providers valuable experience. But some luck is involved, dependent on where the openings are when you enroll.

Q. *I've heard I will have choices with TRICARE. Can I select my primary-care provider?*

A. Yes and no. The main choice is whether to enroll in TRICARE Prime, and — if not — whether to use the TRICARE Service Center to find TRICARE Extra discount services or seek your own care under TRICARE Standard. Empanelment choices are limited, because there are limited openings at any time. (In civilian life, too, popular doctors often are too busy to take new patients.) However, when multiple choices are available, we will consider your preferences. And if you have trouble getting along with a provider, we will try to assign you to someone more compatible.

TRICARE Fees

Active-duty family members:

Enrollment, MTF care (outpatient, pharmacy, emergency room, ambulatory surgery)	\$0
MTF/civilian inpatient care	\$11
PPN outpatient visit (including X-ray and laboratory work); or PPN X-ray/lab separate visits	\$12 (\$6 for E-4/below)
Civilian pharmacy	\$5
Civilian ER	\$30 (\$10 for E-4/below)
Civilian ambulance	\$15 (\$10 for E-4/below)
Civilian ambulatory surgery	\$25

Retirees and family members:

Enrollment	\$230 (\$460 family)**
MTF (outpatient, pharmacy, emergency room, ambulatory surgery)	\$0
MTF/civilian inpatient care	\$11*
PPN outpatient visit (including X-ray/lab); or PPN X-ray/lab separate visit	\$12
Civilian pharmacy	\$9
Civilian emergency room	\$30
Civilian ambulance	\$20
Civilian ambulatory surgery	\$25

*Civilian inpatient care some other care still require non-availability statements (NASs) for patients living within 40 miles of MTF. Health Care Finders issue NASs for MTF.

**Enrollment fee may be paid in equal quarterly installments, for a \$5/quarter processing fee. Enrollees will get reminders. Failure to pay will result in disenrollment and a 24-month wait for reenrollment eligibility.

NOTE: See Health Benefits Advisor for details on other specialized fees.

GLOSSARY

Balance Billing — Billing by a provider who charges more than the CHAMPUS-allowable fee. The patient must pay the difference.

Beneficiary — Anyone eligible for military health care, including active-duty/retired military and their family members.

CHAMPUS — Civilian Health and Medical Program of the Uniformed Services: cost-sharing program that helps military families and retirees pay for civilian care when military care is not available. TRICARE is a CHAMPUS program.

CHAMPUS Allowable — The amount CHAMPUS regards as a fair price, and will help pay, for a given service. Any excess charges must be paid by the patient.

Copayment/Copay/Cost Share — A certain percentage of the cost of care, which the patient must pay even for care covered by CHAMPUS.

Deductible — An annual amount that a patient must pay out of his/her pocket for care before CHAMPUS begins to share costs.

Direct Care/In-House Care — Care given in MTF by military or civil-service providers.

Empanelment — Assigning patient to a PCM.

Enrollment — Signing up for TRICARE Prime at TSC. Enrollment is for one year. Reenrollment automatic unless one acts to disenroll.

Health Care Finder (HCF) — A person who makes test/specialty-care appointments for patients. Under TRICARE, the HCF will be a contractor employee who makes appointments with providers in the MTF or contractor network.

Managed Care — System in which patients need not shop for their own care. PCMs act as patient advocates, monitoring all care, avoiding needless care and referring patients to economical care sources. Such systems negotiate discount fees with providers; and stress keeping people healthy through health promotion and preventive medicine.

Preferred Provider Network (PPN) — Group of civilian practitioners organized by TRICARE contractor to supplement military direct care in TRICARE Prime and Extra. In exchange for contractor's referrals, PPN members discount fees (to CHAMPUS allowable or less) for TRICARE users, and file patients' claims. PPN members must meet same professional standards as MTF providers.

Primary Care Manager (PCM) — A patient's first provider for any medical need. PCM makes referrals for tests/specialty care and monitors adequacy/continuity of care while avoiding unneeded care. Usually a physician but some are physician assistants or nurse practitioners. In TRICARE Prime, PCMs will be part of MTF staff whenever possible.

TRICARE Prime — HMO (Health Maintenance Organization)-type option offering true managed care. Usually an MTF forms the nucleus of a TRICARE Prime site, supplemented by contractor's PPN. One must enroll for this option.

TRICARE Extra — Voluntary option that patients can choose case-by-case, merely by using contractor's PPN. No enrollment required.

TRICARE Standard — Same as Standard CHAMPUS: patients can pick any provider. No enrollment required.

TRICARE Service Center (TSC) — A "one-stop shopping center" for beneficiaries, operated by the TRICARE contractor. TRICARE Prime enrollment, HCF services, etc., are found here.

The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
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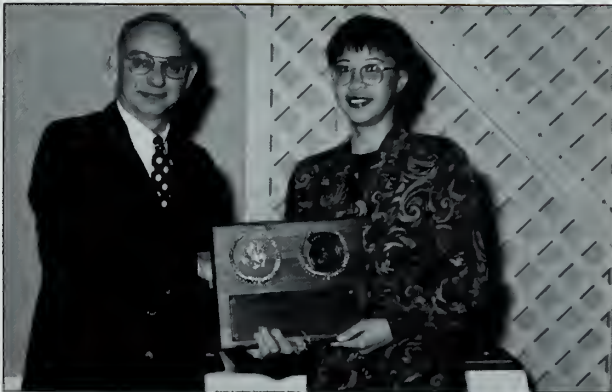


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CIVILIAN EMPLOYEES OF THE YEAR FY95

Editor's Note: A recent banquet at USAREC Headquarters honored winners and runners-up in the Civilian of the Year competition for FY 95. Each received a plaque from BG James Shane, the deputy commanding general.

SECRETARIAL/CLERICAL: BERNICE YEE



Bernice is a clerk-typist with the 6th Recruiting Brigade. Ms. Yee is a true professional and exhibits her expertise on a daily basis. Placed at the 6th Brigade through Priority Placement upon closure of the Presidio of San Francisco, Bernice has worked not only for the education services specialist, but also filled in as secretary for the command group, legal clerk for the staff judge advocate, and assistant to the reenlistment NCO. She was born in San Francisco, is a member of the China Camp State Park Organization, and attends the City College of San Francisco.

Runner-Up is Ann Hutchinson, who was nominated as the 3d Recruiting Brigade commander's secretary and is now a protocol assistant at HQ USAREC.

PROGRAM SPECIALIST: JENA STEPHENSON

Jena, who was unable to attend the award ceremony, joined the Tampa Recruiting Battalion in 1992 as a Public Affairs Specialist. Her accomplishments include the redesign and improvement of the battalion newsletter, **Gator Tales**, the handling of the highly effective Total Army Involvement in Recruiting (TAIR) assets, and the coordination of several appearances of the 82d Airborne "All-American" chorus. Born in Panama City, Fla., Jena devotes much of her spare time to her mother.

Runner-Up is William Butler. Bill is the supervisory budget analyst in the Advertising and Public Affairs Directorate, HQ USAREC.

TECHNICAL OR PROGRAM SUPPORT: JOYCE CONN




Joyce is a legal technician with the Staff Judge Advocates Office HQ USAREC. She is in charge of the Staff Judge Advocate Library, processing all administrative separation actions, and compiling and maintaining the Command's disciplinary report. She is a pillar of support in the SJA office for timely mission accomplishment, where she has a tremendous impact on the command. Originally from Hazelcrest, Ill., Joyce is married with two children and three grandchildren.

Runner-Up is Anita Topczynski, a budget and accounting clerk with Pittsburgh Battalion.

PROFESSIONAL: KEVIN LYMAN



Kevin is a demographer with the Program Analysis and Evaluation (PAE) Directorate at HQ USAREC. Kevin was instrumental in programming the MapInfo software to better support the users, and in training the work force to use the new software. Kevin has been with the command as a civilian since May 1993 and was previously with PAE Directorate on active duty. Kevin, who was born in North Dakota, is married and is active in coaching children in the local soccer association.

Runner-Up is Sally Lung, the Supervisory Operating Accountant with the 1st Recruiting Brigade. 

Reengineering Concept Plan briefed to the CG

by MAJ John R. Nicholson, RML
Force Integration and Management Branch

Reengineering

efforts continue. COL Stewart K. McGregor, special project officer to the commanding general, briefed the USAREC Reengineering Concept Plan to MG Alfonso E. Lenhardt and USAREC chief of staff, COL Richard L. Teters, on Mar. 13, 1996. The first briefing slide was the Vision of the Future, which stated:

"Recruiting Command will enable the Army of the 21st century by employing a highly trained and motivated recruiting force that uses modern business practices and state of the art information systems to recruit quality men and women for America's Army."

This slide focused on USAREC's priority mission, providing the Army with the right quality and quantity of men and women. Historically, USAREC has been very effective in achieving our mission goals. However, while we have been effective, there is concern about our efficiency. MG Lenhardt quickly expressed his view of the ongoing reengineering effort. He stated that reengineering is the priority effort of this command, one that will take us into the 21st century. He further stated that the command must proceed carefully as we look at our processes. MG Lenhardt is looking for radical changes as a result of our reengineering effort, not just adjustments or reordering. The reengineering effort must produce both increases in effectiveness and efficiency.

The briefing provided five separate options for the CG to consider concerning the continuation of the reengineering journey. The options range from "begin the implementation of headquarters initiatives immediately" to "discontinue the reengineering effort." MG Lenhardt selected Option 3 as the way he wanted to proceed.


Option 3 stated:

- Review the field's processes; resolve USAREC Headquarters unresolved issues. The field review will include the direct involvement of field personnel.

- Wait on the implementation of reengineering initiatives until Department of the Army headquarters redesigns. MG Lenhardt stated he would proceed with specific reengineering initiatives provided it was clear they would not be affected by HQDA redesign.

MG Lenhardt also approved the formation of a Reengineering Cell. The cell will be under the direct supervision of the chief of staff. The cell will be responsible for developing the plan to reengineer the field, the development of the implementation plan, and oversight and execution of all reengineering related activities. The initial concept is for the cell to consist of the reengineering support analysts from the Resource Management and Logistics Directorate (who will be the cell's primary members), decision-making representation from each of the brigades, and process subject matter experts from the headquarters with process owner oversight.

"Reengineering is the priority effort of this command, one that will take us into the 21st century."
— MG Lenhardt

The bottom line is, MG Lenhardt believes strongly in the reengineering of USAREC and will actively support the reengineering effort. He is currently reviewing the processes to determine which initiatives he wants to pursue immediately. The details of what's next for the reengineering journey will be provided in upcoming articles in the *Recruiter Journal*. 

Force Protection

— A mission multiplier

by Mickey Gattis, USAREC Safety Office

Never before in the history of the Recruiting Command has safe driving been more prudent than now. With increasing numbers of vehicles on America's highways and a more mobile society, a recruiter's chance of having an accident is greater than for any previous era of recruiters.

Every day, as recruiters respond to our nation's needs to provide the strength, we expose our recruiters to hazards in uncertain and complex environments, our nation's roadways. We do this with the full knowledge that there are inherent risks associated with any military operation, and recruiting is no exception. The nature of our profession will not allow for either complacency or a cavalier acceptance of risk.

Reductions in ground accidents enabled the Army to put a new safety mark on the wall in fiscal year 1995, the fourth straight year of declining accidents. These records are a direct result of the integration of risk management into schoolhouse training and field mission execution. However, USAREC has remained constant with the number of government owned vehicle (GOV) accidents experienced each year. The numbers told the story in fiscal year 1995. There were a total of 1,170 accidents reported. These figures reflect a slight decrease from the previous year's 1,176. The significance of this slight decline is heightened by the fact that USAREC benefited from a three-year low in reported GOV injuries.

While the Army suffered a decrease in fatalities, a total of 212 during fiscal year 1995, USAREC increased — experiencing five fatalities during the year. The accident summaries citing speed, fatigue, and alcohol over and over again are vivid testaments to the fact that there are no new causes, just new victims — year after year. The only changes are the names.

Monetary losses have also increased. GOV damages cost this command nearly \$2 million in 1995, an increase of \$400,000 from the previous year, and from early indications, fiscal year 96 GOV damage costs will surpass 95's total. These losses do not account for medical expenses, administra-



tive costs, and victims' claims against the government. Fortunately, we are able to recover some funds from private insurance companies when the accident is caused by the other driver. Unfortunately, if the recruiter is found negligent during the Report of Survey process, up to one month's base pay may be charged to him/her in an attempt to recover lost funds.

Congratulations to the Atlanta Recruiting Battalion for an exceptional year in GOV safety! Last year, while our recruiting battalions averaged 29 accidents at a cost of more than \$47,000 per battalion, Atlanta Battalion spent a mere \$10,431.74 for GOV accident repairs. The battalion experienced a total of 10 GOV accidents during the entire fiscal year, with three of their vehicles being hit while unattended in parking areas.

The above statistics show that all commanders, leaders, and recruiters must relate the potential for accident loss and its impact on their mission success. Personal injuries contribute to lost recruiting man-hours. Vehicle shortages due to accidents hamper face-to-face prospecting, interviewing, and other mission operations. Damage costs can lead to increased budget constraints.

The unit safety program is an essential element in preventing accidents that can result in deaths, injuries, damaged or destroyed equipment, and loss of mission capability. The safety program must be implemented at the unit level by the commander, unit safety personnel and other unit leaders to ensure the force is protected.

We all must develop a higher degree of awareness regarding accidents and their impact on successful recruiting operations. A safety culture can be a valuable mission multiplier because safety conserves critical mission resources — people, time, and money.

TRU — Teenage Research Unlimited

Survey Overview

TRU is a comprehensive, timely, easily put-to-use study on the US teenage market population (12-19 year olds). The twice-a-year study provides a measurement of seasonal variability and a means to track both general trends and shifts of the teenage market. TRU covers areas such as advertising awareness, current events, what's in, what's out, coolest brands, important reasons to consider military enlistment, and best attribute for each service.

The TRU direct mail survey represents all geographic regions and races in proportion to the national population. The survey is of special interest to USAREC because it is the only quantitative research available for younger teens (12-15 year olds). The 12-15 year olds are of significance because they will be USAREC's prime market in three to six years. The sample size for the Fall 95 TRU Wave is 2,043 respondents. The survey response rate exceeds 50 percent.

Fall 95 TRU Results

Important Reasons to Consider Military Enlistment. The Fall 95 results indicate that money for college, job security, and skill training are the top three attributes for the TRU prime market (16-19 age group). Furthermore, for all ages (12-19), money for college is an excellent inducement to the teenage market. Something to be proud of and leadership/management experience round out the top five incentives for the 16-19 year olds.

The results of the TRU prime market also show that females value all incentives more than males except: cash bonus for joining, service to country, and working in a high-tech environment. Working in a high-tech environment is the bottom incentive for the 16-19 year olds.

Important Reasons to Consider a Military Enlistment

TRU Wave 26 - Level of Importance

Reason	Age 12-15	Age 16-19
\$ For Ed	81%	78%
Job Security	75%	74%
Trade/Skill	72%	73%
Proud Of	75%	71%
Leadership	66%	66%
Bonus	64%	62%
Challenge	65%	58%
Serve Country	65%	56%
Hi-Tech	58%	55%

Military Service Best for Each Attribute. TRU examines 13 attributes in an effort to see which service is the best for each attribute. The Army has an overwhelming lead in money for college, cash bonus for joining, skill training, and preparation for a civilian job. However, keep in mind that money for education is the number one reason for considering military enlistment across the board. The Air Force dominates for technical training and working in a high-tech environment. Yet, working in a high-tech environment is the lowest ranked attribute for considering military enlistment.

The Marine Corps is associated with leadership experience and self-confidence. In other attributes, males rate the Marine Corps as the best for preparing for an adult life, country's defense, place to succeed, and adventure. On the other hand, females rate the Army as the best for preparing for adult life, country's defense, and place to succeed. Females state that the Air Force is the best place for adventure, not the Marine Corps. The Navy rates at the bottom for all attributes.

Army Advertising Media Recall. TRU looks at media recall for television, magazines, posters, radio, and direct mail. The results show that television dominates as the number one source of awareness for Army advertisements. For the male market, TV recall is increasing - up from 84 percent in September 1994 to 91 percent in September 1995. TV recall continues to remain relatively constant for the female market. The results also show that the female market is more "tuned in" than the male market. They tend to recall radio advertisements more than males. However, the male market recalls magazine advertisements more than the female market. Although TV,

Military Service Best for Each Attribute

Males (12-19)

Females (12-19)

Attribute	Army	Navy	Air Force	Marines	Army	Navy	Air Force	Marines
\$ For Ed	43%	9%	11%	10%	38%	9%	11%	11%
Cash Bonus	28%	9%	11%	11%	23%	9%	12%	11%
Mgt/Lead Exp	23%	10%	10%	31%	16%	9%	9%	18%
Skill Training	25%	13%	18%	14%	24%	12%	20%	12%
Prep Adult Life	17%	7%	9%	20%	20%	6%	6%	15%
Prep Civ Job	20%	9%	12%	8%	19%	8%	8%	7%
Country's Defense	19%	7%	21%	27%	26%	6%	14%	17%
Self-Confidence	17%	7%	10%	32%	18%	8%	11%	19%
Place for Success	15%	11%	18%	22%	16%	12%	14%	14%
Adventure	14%	15%	20%	26%	13%	12%	26%	17%
Tech Training	15%	17%	29%	10%	13%	14%	24%	9%
Hgh-Tech	12%	17%	40%	11%	9%	14%	39%	8%
Place to be Individual	9%	6%	13%	13%	11%	7%	11%	9%

Shading Represents the Best Service

Media Recall (12-19 year olds)



radio, and magazines are top media recall sources from the TRU results, the FY95 New Recruit Survey results indicate that receiving information from a recruiter, the mail, a friend, or school is more important in their decision to visit a recruiter.

Current Events. TRU asks respondents about having a strong US military and the possibility of military enlistment. Our teenagers strongly agree the US needs a strong military. Approximately three of every four (74 percent) males and about two of every three (69 percent) females want a strong military. However, the number of prospects in each market who feel military enlistment is a possibility for their future plans is extremely low. Approximately 28 percent of the males and 14 percent of the females agree that military enlistment is a possibility in their future plans.

TRU also asks for responses concerning statements about respect for men and women in the military, understanding the role of the military, and sending troops to foreign areas.

they clearly understand the role of the US military. However, only 37 percent of the males and 26 percent of the females agree with sending troops to foreign areas.

Compared to other research

The TRU survey confirms all previous market studies on the relative importance of different attributes and perceptions of respondents and prospects. Both the 1995 Youth Attitude Tracking Study (YATS) and the Fiscal Year 95 New Recruit Survey rate money for college and learning a trade or skill as top reasons to consider military enlistment.

Additionally, the YATS results substantiate the TRU results that television is the number one media for recall. However, the New Recruit Survey results suggest new recruits recall print more than television. The reason for this difference is due to the fact that recruits pay more attention to our advertisements; they have bought the product (Army service), and want to learn more about the product. Therefore, recruits spend more time reading Army advertisements.

The results show that both groups have a high respect for men and women in the military. Approximately 60 percent of the males and 44 percent of the females say

In looking at the service best for each attribute, YATS results are consistent with those of TRU. In both studies, the respondents think the Army is the best service for money for education, skill training, and preparation for a civilian job. The Marine Corps is the best service that offers self-confidence and discipline. However, the Army is a strong second for self-confidence and discipline.

Top influencers are also of great importance to USAREC. TRU suggests that approximately 40 percent of the male respondents and 30 percent of the female respondents believe their parents would be proud if they joined the military. Moreover, the New Recruit Survey and YATS results indicate that parents are our top influencers.

Conclusion

Results of the Fall 1995 TRU Survey indicate that the Army is well positioned to attract prospects by providing money for education, job security, and learning a valuable trade or skill as an incentive to enlist. The New Recruit Survey and YATS results were consistent with those of TRU. The New Recruit Survey and YATS also rate skill training and money for education as top reasons to consider military enlistment. Therefore, recruiters should continue to stress the top attributes to prospects. The 1995 YATS results are similar to the TRU results that indicate the Army is the service associated with money for education, skill training, and preparation for a civilian job.

Military Service Best for Each Attribute

TRU Fall 95 (16-19)

Attribute	Army	Navy	Air Force	Marines
\$ For Ed	39%	9%	11%	9%
Mgt/Lead Exp	19%	10%	11%	29%
Skill Training	26%	13%	19%	11%
Prep Civ Job	22%	10%	9%	7%
Self-Confidence	21%	7%	10%	24%

YATS 95 (16-21)

Attribute	Army	Navy	Air Force	Marines
\$ For Ed	37%	9%	9%	8%
Leadership Skills	21%	12%	17%	9%
Skill Training	26%	12%	15%	10%
Prep Civ Job	28%	11%	15%	12%
Self-Discipline	25%	7%	5%	34%

Shading Represents the Best Service

Special work, Special planning, Special results

The Army Reserve Active Duty for Special Work (ADSW) program is an effective “combat multiplier” for recruiting. It is used to bring reservists on active duty to support recruiting activities and generate referrals. They can effectively cover larger events than a single recruiter or recruiting station. Provisions have been added to USAREC Regulation 601-72, USAR Recruiting Active Duty Special Work Program, to permit use by AMEDD Detachments.

While some community projects foster a positive image of the Army Reserve, they won't necessarily generate immediate enlistments and may be better suited to Army Reserve unit efforts. Like most good recruiting, getting the greatest return on your investment requires planning, training, supervision, and follow-up.

Almost any large school or community gathering has the potential to become a recruiting event. Focus on events which have received local advertising and can predictably bring in your market. Mall canvassing may be appropriate if some ac-

tivity is expected to generate a larger than usual crowd. Demonstrations of military equipment (no weapons) at some events can get your market to zero in on you. High school and college presentations zero in on the market you want to reach. Multiple day events work best as your soldiers become more proficient with experience.

The next step is selecting the soldiers you want to use for ADSW. Army Reserve unit commanders will usually be glad to work closely with you in bringing only their best soldiers on active duty. If you've been in your station for several years, you probably know who the best soldiers are — you enlisted them. Qualifications for ADSW participants are listed in paragraph 1-6, USAREC Regulation 601-72.



But you need to dig deeper in your selection of ADSW soldiers. Make sure they can express themselves well in public since that goes far in developing the Army image we want. If they can't communicate with your market, they probably won't provide you with many leads.

Another reason to plan ahead is that requests for orders through unit channels can take up to 30-45 days. Don't let your soldiers or yourself develop any line of duty problems: get the orders!

Let your ADSW soldiers know what you expect in regards to their appearance and conduct while on active duty. They will be representing you and the Recruiting

Command as well as the Army Reserve. The impression they make on the community, your centers of influence, your market, will last.

Before sending your troops out to do battle, you will want to make sure they are trained. You'll want them proficient at generating interest. Your goal is to get them to provide a minimum of three referrals per day. So invest a few hours on the first day instructing them on how to be effective, how to do some basic prequalifying, and on what things *not* to do. If you can't be with them all day appoint a team leader. Consider asking for an assist from the recruiter training NCO. At the end of each day, have them brief you on their activities, what they learned about what worked, or didn't.

The emphasis is on obtaining three referrals per day from each ADSW soldier. Referrals, committed to talk with a recruiter, not leads. The station commander can terminate an ADSW tour if the soldier is not performing to standard. Notify the unit to cancel the order within 48 hours. If the event is not working out as expected, try to identify another productive activity, or cancel the tour and reschedule the ADSW. Reward truly exceptional performance by forwarding a recommendation for an impact award to the unit.

Referrals should be on USAREC Form 556. One of the changes to the regulation now keeps the original form at the recruiting station for follow-up actions. A copy of each form is forwarded to the battalion as proof of satisfactory ADSW performance. As always, it's up to you to make the most of each referral. However, since most of your recruiting effort is expended in getting people to talk to you seriously about Army opportunities, the ADSW program can add significantly to your productivity.

1. Regular Army waiver approval authority for persons transferred from a troop program unit to the Individual Ready Reserve (IRR) or the Inactive National Guard for reasons of apathy, nonparticipation, TDP, or EDP will be sent to _____.

- a. Cdr, Local Recruiting Battalion
- b. Cdr, Recruiting Brigade
- c. Cdr, Headquarters USAREC
- d. Cdr, PERSCOM

2. You need 369s for a waiver. The DD Form 369 obtained from a combined city, county, or state will be indicated in the _____.

- a. lower left corner of the DD Form 369
- b. remarks section of the waiver application
- c. remarks section of the DD Form 369
- d. written report from the police agency

3. _____ and _____ will maintain close contact with members of troop program units (TPU) by attending USAR unit meetings, developing COI among unit members, and aggressively seeking referrals.

- a. DTP member and recruiter
- b. RS commanders and recruiters
- c. Recruiting 1SG and RS Commander
- d. RS commanders and DTP members

4. Manual ENTNACs are required for enlistees not meeting the automated ENTNAC criteria and those whose place of birth is _____.

- a. Federated States of Micronesia
- b. Puerto Rico, or the Republic of the Marshall Islands
- c. Guam and the Virgin Islands
- d. all of the above

5. When an applicant has a spouse currently on active duty or a member of a Reserve Component of the U.S. Armed Forces and has a dependent under the age of 18, _____.

- a. applicant must surrender custody
- b. not qualified, waiver not authorized
- c. fully qualified to enlist
- d. not qualified, waiver considered

6. Inform PS (Army) personnel enlisting with a break in service of less than _____ of provisions of AR 700-84. (This requires PS personnel to have their clothing issue in their possession when reporting to their first duty station. Also includes USAR/ARNG, "Glossary NPS.")

- a. 90 days
- b. 120 days
- c. 180 days
- d. 365 days

7. Applicants enlisting in the RA that score a 0-39

on the English Comprehension Level Test (ECLT) will be enlisted for _____ regardless of MOS for which enlisting.

- a. 3 years
- b. 4 years
- c. 5 years
- d. 6 years

8. MOS aptitude area test score does not apply if enlisting for former MOS and separated from military service for 3 years or less (includes "Glossary NPS").

- a. True
- b. False

9. Active Duty for Special Work participants should provide a minimum of _____ referrals per ADSW day to be considered a satisfactory participants.

- a. one
- b. three
- c. two
- d. four

10. The preferred name under which an individual may initially enlist in the U.S. Armed Forces will be the name on the individual's _____.

- a. birth certificate
- b. baptismal record
- c. Social Security card
- d. drivers license

11. Details on a military map are shown by topographic symbols. Those symbols are shown using five basic colors:

- a. black, blue, green, red and yellow
- b. black, blue, brown, green and yellow
- c. black, blue, brown, green and red
- d. black, brown, green, red and yellow

12. The M34 WP hand grenade can produce casualties up to _____ away.

- a. 28 meters
- b. 35 meters
- c. 45 meters
- d. 48 meters

13. Your M16A1 or M16A2 has a malfunction, you perform immediate action in this order:

- a. pull, slap, release, observe, tap, shoot
- b. slap, pull, observe, tap, release, shoot
- c. observe, slap, pull, release, tap, shoot
- d. slap, pull, observe, release, tap, shoot

The answers to this month's Test can be found on the inside back cover.

Expert recruiter leads Lafayette to success

by Pam Miller, New Orleans Battalion A&PA

■ Lafayette has made mission box 16 times, never missing a month since November 1994. The Lafayette station has a mission of 40 Regular Army contracts and has made 44 year-to-date.

In terms of assets, Lafayette has an almost ideal situation. Situated in one of the larger cities in Louisiana — population about 100,000 people, they have 13 “A” high schools and two technical schools. They are also blessed with the University of Southern Louisiana with 16,000 grad alphas five minutes away from the station.

In this market, according to SFC Sandy M. Alston, station commander, the Army College Fund is not the dominant buying motive.

“Young men and women who come to college have the money to go to school, but they don’t have the spending money and money for cars that they would like to have. Cash bonuses and the Loan Repayment Program become an effective selling tool here,” said Alston.

They have learned to work the university by being visible on the campus two times per day — during lunch hour and in the evening. Lafayette recruiters have found the dinner hour is an excellent time to make contacts and conduct some day appointments. Face-to-face prospecting is a survival skill.

Ssg Gerald J. Bordelon learned how to build rapport with people. He said you have to “laugh and joke with people first.” This made it a little easier to talk to them about the Army.

He also learned to remember names of people who have joined from local schools. When he meets someone from that school, he is able to ask them if they knew that person. He is then able to talk to them about the benefits that person is enjoying.

He has also learned to generate as many appointments as he can. “Don’t prequalify someone by looking at them. They might have long hair and a ponytail, but you never know who might join,” Bordelon said.

Another Lafayette recruiter, SGT Aaron T. Edwards, pointed out that “you’ve got to have a sense of urgency. Talk to everyone as if it were the last day of the month.”

Edwards has learned to prequalify people early in the interview process. He was finding unqualified people in the beginning and has learned to prequalify people sooner.

Alston does a lot of “tag team recruiting.” He pairs a recruiter who is strong in one area with a recruiter who is not as strong in that area. He praised SSG Daniel R. Moore as “one of the strongest face-to-face recruiters I have ever seen. He can talk to anyone on the street and bring them to the station within two to three hours to conduct an appointment.”

SSG William S. Lucas is proof of that approach working. He’s a new recruiter who said other recruiters from the station have gone

out with him and shown him how to talk to people. He has enlisted one grad, one senior, and has one referral in his first two months.

Alston didn’t just walk into this ideal situation, however. He had to build confidence in his recruiters by teaching them to “know their product and feel confident in presenting their product to anyone on the street.”

He feels the station commander should be an “expert recruiter” and should be able to take a recruiter out himself and show him. He emphasizes training as a main station commander responsibility. “You have to do the basics, the phone calls, work your plan, work your LRLs, but the training never ends. When a recruiter has a problem in a certain area, start training immediately.

“It is very important to keep your soldiers informed. I update them constantly. We have a daily meeting to discuss problems, check on the status of each other’s mission, and keep updated.”

Alston isn’t afraid to change hats and become a recruiter when necessary. If he sees the station is in danger of not making mission, he will start making phone calls or prospecting.

SSG Daniel R. Schwandner finds the “teamwork and positive attitude” at this station to be keys to their success.

Alston echoes that. “You have to do team building to be successful. In a winning station you find loyalty to the cause, total dedication, and a functioning unit. You don’t have the gripes you might have at another station.”

Obviously, Lafayette has keyed in on things that work for them.

Education partnership in Virginia

Story and photo by Mary Lhotsky, Baltimore Battalion A&PA

■ With the stroke of a pen, the deal was sealed. An education partnership agreement between the Recruiting Command and the Virginia Department of Education was endorsed by Dr. William C. Bosher, Virginia State School Superintendent of Public Instruction; Dr. Germaine S. Fauntleroy, representing the Virginia Association of School Superintendents; COL Patrick G. Snapp, 1st Brigade commander; LTC Willie A. Harrison, Baltimore commander; and LTC Charles C. Powers, Beckley commander.

"We're charting new ground today," said Snapp, as he addressed the distinguished guests at the ceremony held at the Virginia Department of Education headquarters in Richmond. "This is a golden opportunity for us," said Snapp. "[The Army] has lots to offer not only students but educators."

Dr. Bosher echoed Snapp's enthusiasm. "This is not an adoption, but a true partnership," he said, "It's exciting to be part of a partnership with an organization that gives so much so that we may enjoy the liberties we possess."

Recruiters traditionally volunteer their time to teachers. "We serve as mentors, substitute teachers, recess assistants, guest readers, and fulfill needs at schools in a host of other ways," according to LTC Willie Harrison. As com-



Dr. William C. Bosher, Jr., (center) Virginia State School Superintendent of Public Instruction, signs the Partnership in Education Proclamation as Dr. Germaine S. Fauntleroy, (left) Division Superintendent of Petersburg Public Schools and representative of the Virginia Association of School Superintendents, LTC Charles Powers, Beckley commander, and LTC Willie A. Harrison (far right), Baltimore commander look on.

mander, Baltimore, he encourages all of his recruiters (more than 400 throughout Maryland, D.C., Virginia and portions of West Virginia) to become active in their respective communities and schools. "We have some exceptional young people out there (in the schools). We want what we do to mean something to young people," said Harrison.

Michael Perez, Chief, Programs Branch, Education Division at Personnel Command, Alexandria, Va., pointed out the importance of education to the Army community. "Who here can say they have not heard the saying 'Join the Army and get an education?' This belief has been supported by fact since World War II when we saw the

birth of the most successful social improvement program this nation has ever seen, the GI Bill. Since that time," he continued, "all the research consistently bears out young men and women join the Army for several reasons, but the two reasons which continue to be ranked most important are post-service GI Bill education benefits and in-service education benefits. The Army currently operates 120 Army Education Centers and 171 Army Learning Centers nationwide and overseas..."

United by partnership, recruiters throughout Virginia will dedicate themselves to working with young people not only showing them the importance of a quality education, but by participating in the process.



SGT Audria A. Braithwaite, Church Avenue station, (Brooklyn) recruited her first couple, Kieron and Terril Spann (above). The Spanns spent their honeymoon in basic. (Photo by Emily DiCenso)

Recruiting by the couple

Story and photo by Emily DiCenso, New York City Battalion A&PA

■ So, what are you going to do for your honeymoon? A common question for newlyweds, but not this couple. They were married Feb. 22 at Manhattan City Hall and are spending their honeymoon in basic training. Terril A. Stanislaus Spann and Kieron A. Spann left for basic March 1.

The Spanns were high school sweethearts who met in their freshman year at Franklin K. Lane High School in Brooklyn. They graduated in June 1995.

Terril is 18 years old and Kieron 19. "I dragged him to join the Army," Terril said. "I would follow her anywhere," Kieron said. Both

are natives of Trinidad. Terril came here when she was 8 years old and Kieron when he was 12.

They were separated for basic training — Terril at Fort Leonard Wood, Mo., and Kieron is at Fort Jackson, S.C. They chose the same military occupation skill (MOS), Power Generator Equipment Repair Specialist, so they will be reunited after basic. "It means I'll be fixing things," Terril said. Having the same MOS will make it easier for them to be stationed together in the future.

"I enlisted in the Army for money for college," Terril said. They both enlisted for four years and qualified for the Army College Fund.

SGT Audria A. Braithwaite of the Church Avenue recruiting station (Brooklyn) met Terril while doing telephone prospecting. "Terril said that she was interested in going to law school but did not have the money for college. I made an appointment with her that day and

told her about the Army College Fund," said Braithwaite.

Terril then referred her fiancé to Braithwaite. He was working in the Queens Central Library at the time. According to Braithwaite, Kieron decided to join the Army because of the Army College Fund and discovered that he could earn more money in the Army.

"They both qualified for the Army College Fund because they scored well on the ASVAB test," said Braithwaite.

Braithwaite has been a recruiter for seven months and this is the first couple she has ever enlisted. Her MOS is 62B, construction equipment repair. She has worked with power generator repair specialists and was able to tell the Spanns about their new job. Terril and Kieron said that their classmates always asked, "When are you getting married?" They knew we were meant to be together," Terril said. Now they will even be wearing the same clothes, Army BDUs.



■ Networking, planning, and making all the right moves is exactly what SSG Clifford V. Cook, station commander, Rock Springs, (Wyo.) did when he planned and held his quarterly COI function in February. (Above) SSG Fenstermacher, Pocatello Station helps COI fasten strap of an Army helmet during All Army Day in Rock Springs. (Photo by Cynthia O. Smith)

Recruiting with a hometown soldier

Story and photo by Cynthia Womack, Jacksonville Battalion A&PA

■ “The Army is one of the best places where young people can gain insight into the type of jobs they’d like to do. It’s a place to develop constructive opportunities.” (SPC Melva Harris, *Soldier of the Quarter, 1st Quarter, Fort Hood, Texas*)

For two weeks in February, SPC Melva Harris trekked through the streets of her hometown working on a mission quite different from the one she was trained to do. Normally a paralegal specialist at Fort Hood, Texas, investigating medical claims, she played a new role as a supporting actress in recruiting. But by no means was she acting. The experiences and reasons she joined the Army were stories she was enthusiastically ready to share with the people she would meet on this journey.

Harris won the bid to return to her hometown to assist in the recruiting program by being selected as the Soldier of the Quarter at Fort Hood. She was in competition with soldiers from her unit, battalion, and ultimately of the two divisions at the installation. The Soldier of the Quarter award is now part of USAREC’s Installation/Division Hometown Recruiter Assistance Program. Under this aspect of the HRAP, USAREC pays TDY from five to 14 days for a qualified soldier to return home to assist recruiters in their hometown.

The soldier must be in the grade

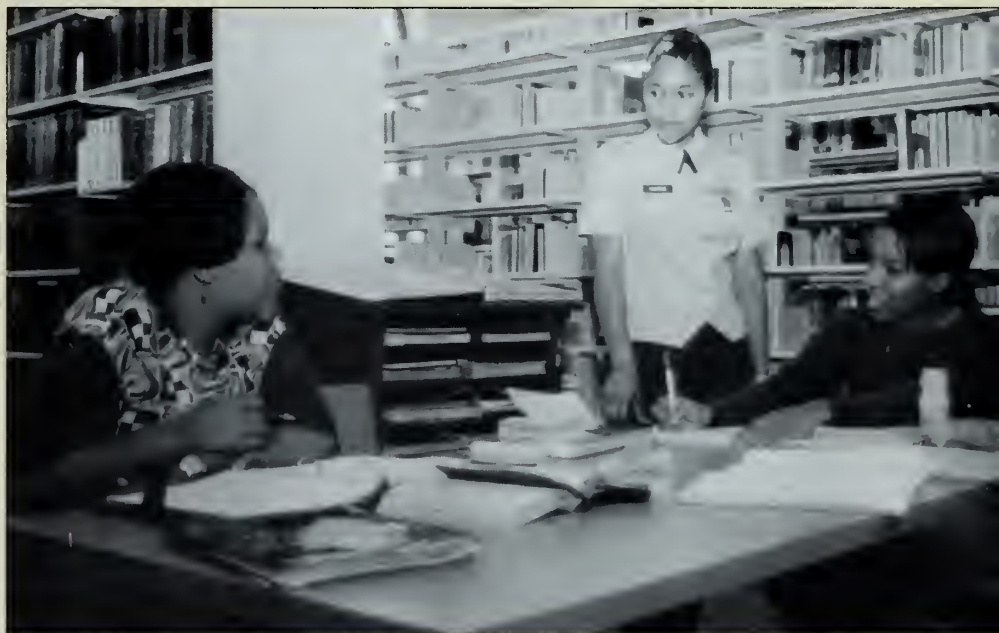
of specialist or below, have less than five years of active federal service, be 24 years old or less, have a high school diploma, a valid civilian driver’s license, and be stationed in CONUS. If an SOQ meets these requirements and is selected by USAREC, they are billeted in their hometown area and are authorized to drive a GOV to assist the recruiter during the HRAP tour. Since the soldier is on TDY, there are no work hour restrictions as with other HRAP participants, who are limited to work no more than 24 hours a week, must pay for their transportation to and from their hometown and either stay with relatives or pay for their own lodging.

Harris, 24, was enthusiastic about her temporary assignment and quickly adapted into the role of being a recruiter. “Being able to go out with recruiters has given me an opportunity to experience first hand what recruiters go through. It also gives me some background information to work with so that I can make

an informed decision if I decide to become a recruiter.”

Jacksonville Company 1SG Thomas LiPuma, complimented Harris as being a sharp soldier. And the Jacksonville North recruiting station commander, SSG Sandra Jesse, wanted to extend her tour (which is prohibited). Both agreed that she was a true asset to the recruiting mission and approached the job with an attitude of successfulness, representing Army professionally.

Harris graduated from high school in Jacksonville and soon after entered Bethune-Cookman College in Daytona Beach. Her athletic abilities took her to Edward Waters College in Jacksonville where she received a four-year baseball scholarship, graduating in 1993. After graduation, Harris wanted to pursue her academic career but like many continuing education students, she needed funds. So, one day, “I just walked into the recruiting station and told them I want to join.”



SPC Melva Harris with Edward Waters College (Jacksonville, Miss.) freshmen, Alycia Williams and Angela Robinson.

The following is a list by battalion as reported by brigades of the first OPSC and LPSC to achieve mission box in RSM March FY 96.

1st Brigade

ALBANY

LPSC - Burlington RS
OPSC - Torrington RS

BALTIMORE

LPSC - Bel Air RS
OPSC - Hagerstown RS

NEW ENGLAND

LPSC - Fall River RS
OPSC - Farmington RS

HARRISBURG

LPSC - Lewistown RS
OPSC - Towanda RS

NEW YORK

LPSC - Crown Heights RS
LPSC - Lincoln Center RS
OPSC - Times Square RS

PHILADELPHIA

LPSC - Camden RS
LPSC - Salisbury RS
LPSC - West Philadelphia RS
LPSC - North West RS
OPSC - Manahawkin RS

PITTSBURGH

LPSC - Steubenville RS
LPSC - Johnstown RS

SYRACUSE

LPSC - Olean Main RS
OPSC - Lockport RS

BECKLEY

LPSC - Roanoke RS
OPSC - Lexington RS

2d Brigade

ATLANTA

LPSC - Duluth RS
OPSC - Douglasville RS

COLUMBIA

LPSC - Asheville RS
OPSC - Lancaster RS

JACKSONVILLE

LPSC - Jacksonville North RS
LPSC - Valdosta RS
OPSC - Brunswick RS

MIAMI

LPSC - Caguas RS
OPSC - Arecibo RS



MONTGOMERY

LPSC - Pensacola West RS
OPSC - Jackson RS

RALEIGH

LPSC - Greenville RS
OPSC - Elizabeth City RS

TAMPA

LPSC - Hanley Road RS
LPSC - Port Richey RS
OPSC - Sanford RS

JACKSON

LPSC - Greenwood RS
OPSC - Dyersburg RS

NASHVILLE

LPSC - Owensboro RS
OPSC - Maryville RS

3d Brigade

CHICAGO

LPSC - Sterling RS
LPSC - Country Club Hills RS
LPSC - Mt Prospect RS
OPSC - DeKalb RS

CLEVELAND

LPSC - Baeberston RS
OPSC - East Liverpool RS

COLUMBUS

LPSC - Mt Healthy RS
LPSC - Dayton West RS
LPSC - Lancaster RS
LPSC - Zanesville RS
LPSC - Chillicothe RS
OPSC - Fairfield RS

INDIANAPOLIS

LPSC - Elkhart RS
OPSC - Michigan City RS

GREAT LAKES

LPSC - Detroit Metro RS
LPSC - Battle Creek RS
OPSC - Howell RS

MILWAUKEE

LPSC - Milwaukee RS
OPSC - Houghton RS

MINNEAPOLIS

LPSC - Burnsville RS
OPSC - Bismark RS
OPSC - Dickenson RS

5th Brigade

DALLAS

OPSC - Borger RS

DES MOINES

LPSC - Moline RS
OPSC - Millard RS

HOUSTON

LPSC - Baybrook RS
OPSC - Bay City RS

KANSAS CITY

LPSC - Gladstone RS
OPSC - Ava RS

NEW ORLEANS

LPSC - Lake Charles RS
OPSC - Natchitoches RS

OKLAHOMA CITY

LPSC - Wichita Falls RS
OPSC - Searcy RS

SAN ANTONIO

LPSC - San Marcos RS
OPSC - Copperas Cove RS

SAINT LOUIS

LPSC - East St Louis RS
OPSC - Macomb RS

6th Brigade

DENVER

LPSC - Pueblo RS
OPSC - Gillette RS

LOS ANGELES

LPSC - Torrance RS
OPSC - San Pedro RS

PHOENIX

LPSC - Sierra Vista RS
OPSC - Bullhead City RS

PORTLAND

LPSC - Medford RS
OPSC - Hilo RS

SACRAMENTO

LPSC - Fairfield RS
OPSC - Placerville RS

SALT LAKE CITY

LPSC - Provo RS
OPSC - Cody RS

SO. CALIFORNIA

LPSC - San Bernardino RS
OPSC - Barstow RS

SEATTLE

LPSC - Bellevue RS
OPSC - Omak RS



*Glen E.
Morrell
Awards*

ATLANTA

SFC Kevin Toyer
SFC James Buckles
SFC Sammie Howard

BALTIMORE

SSG Robert Tubbe
SSG Dennis Boyd

BECKLEY

SSG Michael Stump
SFC Ronald Puckett
SFC Velma Blunt

CHICAGO

SFC Steven Selep
SSG Matthew Nemec
1SG Amos Richardson

COLUMBIA

SSG Phillip Gaillard
SSG Kevin Fralish

COLUMBUS

SSG Keith Owens
SSG Robert Shaw
SFC Bradley Stroud
SGM Edwin Jarriel

DES MOINES

SFC Rickey Mitchell
SFC Michael Leach

GREAT LAKES

SSG David Yoder
SFC Charles MacNeil

INDIANAPOLIS

SSG Terry Winn
SSG Stephen McAnally

ALBANY

SFC William Sinnett

BALTIMORE

1SG Larry Kintchen
SSG Daniel Gore
SFC Jerry Hamilton
SFC Tyrone Henderson

CLEVELAND

SFC Elijah Mitchell

COLUMBIA

SFC Salvatore Sparta
SFC William Bush

DENVER

SFC Dave Persad
SFC Corinne Purucker
SFC Curt Jones

NASHVILLE

SFC Rufes Rasnic

NEW ORLEANS

SFC Gilda Thomas

NEW YORK CITY

SFC Victor Deleon

PHOENIX

SFC Lloyd Parker

SACRAMENTO

SFC David Loomis

SALT LAKE CITY

SFC Robert Sprenger

SEATTLE

SFC Dale Rasler

SOUTHERN CALIF.

SFC Michael Walter

SYRACUSE

SFC James Bitterman
SFC Arthur Robinson
SFC Leon Barney



Badges

ALBANY

SGT Rickey Martin
SSG Rusty Lent
SSG Scott Sheridan
SSG James Noel
SGT Kim Dionne
SSG Robert Ramirez
SSG Roberto Gonzalez
SSG Anthony Rene
SSG Donald Streeter

ATLANTA

SGT John Dubiel
SSG Allen Hammett
SGT Tia Scott

BALTIMORE

SSG K. Melendez
SSG Kent Roberson
SGT Theodore Murray
SSG Euel Fleshman
SSG Vanessa Copeland
SSG Michael Harris
SSG George Moreland
SSG Charles Felder
SSG Pamela Smith
SSG Andre Scott

BECKLEY

SGT Robert Ayers
SSG Craig Young
SGT T. Rosengarten
SSG Kenneth Sokol
SSG Jeffery Birthisel
SSG Lewis Reedy

CHICAGO

SGT Rhonda Berry
SGT Louis Beldotti
SSG James Buchanan
SSG Thomas Albasini
SGT Patricia Pesicka
SSG William Menees
SSG Eldon Martin
SSG Michael Carew
SGT T. Childress
SGT Gilberto Goyco
SSG Rickey Jones
SSG Anthony Luckett

Rings

KANSAS CITY

SSG Daniel Hodges
SFC Tony Moore
SGT David Brown

LOS ANGELES

SFC Richard Toliver
SFC Robert Tounzen
SFC Randy Harrison
SSG Kenneth Howland
SFC Ricky Yazzie
SSG Nathaniel McCrea
SFC Edward Ukam

MIAMI

SGT Jorge Galloza
SSG Ruben Valentin

MILWAUKEE

SSG Paul Volpe

MONTGOMERY

SGT Douglas Dowdy

NASHVILLE

SFC David Bennett
SFC James Moore

NEW ORLEANS

SSG Benjamin Milligan
SFC Jeffery Prude

NEW YORK CITY

SFC Maria Figueroa
SSG Casey Barrett
SSG Jacqueline Turner
SGT Robert Hert
SFC Rafael Contreras
SSG Curtis Bartley

OKLAHOMA CITY

SFC Louis Jasso

PHOENIX

SSG T. Montgomery
SSG Teddy Pomerantz

PORTLAND

SFC Wilson Edwards
MSG Robert Hobson

RALEIGH

SSG Wendell Boykins
SGT Leon Gooden

SALT LAKE CITY

SFC Steven Nyhan

SAN ANTONIO

SGT Alcibiades Angulo

SEATTLE

SSG Doyalle Stidham

SOUTHERN CALIF.

SSG Kenneth Klenk
SFC Drew Pokorney
SSG James Bottoms

ST. LOUIS

SSG John Brown
SSG Charles Morgan

SYRACUSE

SFC Terry Vanderberg
SFC Matthew Doucett

TAMPA

SSG Theodore Lockett
SSG Bennie Patterson
SSG Steven Street

Badges

SSG Michael Valentine
SSG Walter Jones
SFC James Barnett
SSG Peter Markos
SFC Sherry Fidel
SSG Shevonda Steward

CLEVELAND

SFC John G. Goetz
SGT Rodney Edmond
SGT Jackie Farrow
SSG Michael Raymond
SSG Kathleen Henry
SSG John Rader
SSG Michael Gregory

COLUMBIA

SSG Robin Hempel
SGT Mark Groves

COLUMBUS

SFC Jeffrey Marcon
SFC Dalton Barrett
SSG Michael Gerlach
SSG Jon Chism
SGT Robert Wickline
SSG Joe Lyons
SSG Richard Henson
SSG Gregory Brown

DENVER

SFC Eddie Gordon
SSG Brian Adams

DES MOINES

SSG M. Zimmerman
SSG Quentin Lyons

GREAT LAKES

SSG Tommy Spencer
SFC Rosie McCollum
SSG James Peddy
SFC James Weber
SFC Marcos Ramos

HARRISBURG

SSG Larry Grube
SSG John Folkenroth
SGT Robert Dohr

HOUSTON

SFC Kenny Nelson
SFC Tony Gooch
SSG Elfrado Thomas
SSG Michael Bonifield
SSG Jerry Worthly
SSG John Crowe
SSG Willie Green
SSG Hope Palmer

INDIANAPOLIS

SGT Jeffery Tharp
SSG Joseph Downs
SGT Edward Gann
SSG Stanley Watt
SSG Roy Catero

JACKSON

SSG Michael Billingsley
SFC Frederick Makin
SGT Richard Adrion
SSG Francine Mitchell

KANSAS CITY

SSG Michael Houston
SGT Jeffery Uthoven
SSG Donald Courtois
SSG Ryan Sweet
SSG Dennis Houck
SGT David Baase
SFC Herman Rouse
SSG Charles Morrell
SGT Joann Roberts
SSG Raymond Horyza
SGT Melvin Aiken
SSG John Rocke

LOS ANGELES

SSG Joseph Santo
SSG Kenneth Appleby
SSG Wilburn Myatt
SGT Sharon Harris
SSG Ronald Farmer
SSG Owen Johnston
SGT Michael Bridges
SFC Robert Muto
SSG Joseph Paulino

MIAMI

SSG Robert Colebank
SSG Jonathan Adams

MILWAUKEE

SSG Craig Lynn
SSG John Schmitz
SSG Gregory Teague
SSG Steven Brown
SGT Brett Fischer

MINNEAPOLIS

SFC Tawana Wales
SGT Steven Wojcik
SSG G. Gyarmati
SGT David Herwig
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SSG Gary Ballew
SGT Sheila Anderson
SSG Walter Wrighton
SGT Dennis Goodloe

MEMORIAL DAY IS MAY 27.



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Answers to the Test

- | | |
|---|---|
| 1. d, USAREC Reg 601-56, table 2-6, line 14 | 7. b, AR 601-210, Chapter 2, para 2-18, b |
| 2. b, USAREC Reg 601-56, Appendix B, B-8 | 8. a, AR 601-210, Chapter 3, para 3-5, c |
| 3. b, USAREC Reg 350-7, para 4-12 | 9. b, USAREC/USARC Reg 601-72, para 1-5, d |
| 4. d, AR 601-210, Chapter 5, para 5-73, b | 10. c, AR 601-210, Chapter 2, para 2-5, e |
| 5. d, AR 601-210, Chapter 2, para 2-9, b, (3) | 11. c, SMCT dtd Oct 87, Task # 071-329-1000 |
| 6. a, AR 601-210, Chapter 2, para 2-13, b | 12. b, SMCT dtd Oct 87, Task # 071-325-4407 |
| 13. d, SMCT dtd Oct 87, Task # 071-311-2029 | |

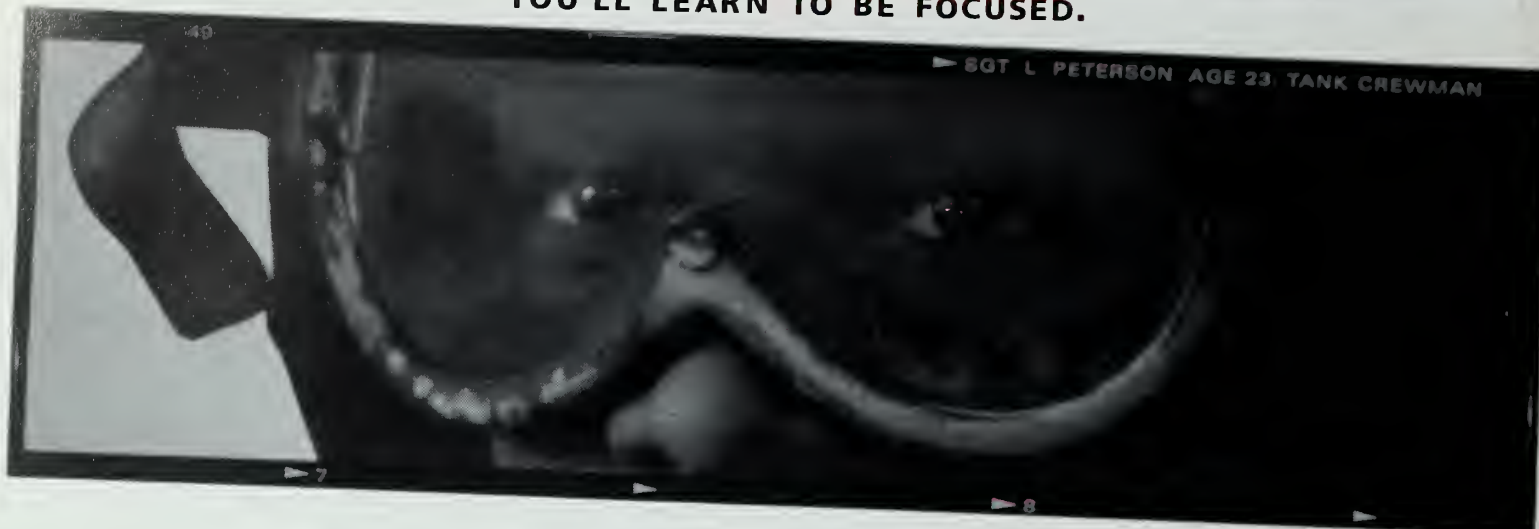
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